

A RECOMMENDED EXPANSION PROGRAM
FOR THE STUDENT UNION
OF
NORTHERN MICHIGAN COLLEGE

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A RECOMMENDED EXPANSION PROGRAM FOR THE STUDENT UNION
OF
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BY
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CHAPTER I

INTRODUCTION

1. NORTHERN MICHIGAN COLLEGE

At the present time Northern Michigan College has limited Union facilities. This study is concerned with an expansion program for the Student Union at this institution. Northern Michigan College is located in Marquette, Michigan in the North-Central part of the Northern Peninsula. Marquette is a city of 18,000 population on the shore of Lake Superior. The main industry in the area is iron mining and lumbering. The largest industry in the city of Marquette is the railroad and its dock facilities for transporting iron ore.

The cultural activities of the community other than those offered by the College appear to be very limited. Usually there are one or two art exhibits, a travel series and a choral concert during the year. That is the extent of the culture in the community other than programs put on by the local churches for their own members.

The recreational facilities for outdoor sports seem to be adequate. There are ample facilities for winter sports such as skating, skiing, snowshoeing and tobogganing. There are nice picnic areas and camp sites throughout the peninsula. Facilities are quite limited for indoor recreation such as bowling. There are two bowling alleys in Marquette; one with eight lanes and the other with four lanes. From early fall until late spring, the alleys are continuously used for league bowling. There is a great need for activities in which people

can participate to use some of their leisure time. Most, if not all, of the social activities of Marquette are on an individual basis unless a person is able to belong to the golf club which does sponsor some social activities during the year for its members.

Northern Michigan College was originally a teacher's college with all emphasis placed on training teachers. In the past few years it has gradually changed to a liberal arts college. The following description is taken from the Northern Michigan College Bulletin, 1957-1958:

"Northern Michigan College is dedicated to the training of young men and women for positions of leadership and responsibility in the professions and the social community. It has been an outstanding educational and cultural center of the Northern Peninsula ever since it was established as a state college in 1899. From temporary quarters serving the needs of six instructors and thirty-two students, the college has grown to a campus of 160 acres containing fifteen buildings with a faculty and administration staff of more than 100 members serving more than 1,300 students."¹

Northern accepts the ideal that higher education should be accessible to all who have sufficient competence to profit from an opportunity to attend college. Present policies regarding the selection of students are conditioned by state regulations and by the availability of staff and facilities.

Instruction provides for a general education in which the emphasis is directed toward the transmission of culture. Students are expected to develop such abilities as thinking effectively, communicating

1. Northern Michigan College Bulletin, 1957-1958, Marquette, Michigan, p. 15.

their thoughts lucidly, making relevant judgments and formulating a code of behavior based upon ethical principles consistent with democratic ideas.

Traditionally Northern has been concerned with the education of teachers. However, as a regional college it serves others who have varied professional and vocational objectives. It is also dedicated to the improvement of the quality of living throughout its geographic area. It wholeheartedly recognizes and accepts its expanding responsibilities and will be alert to the possibility of offering assistance in other fields of service.²

In 1949 the College celebrated its fiftieth anniversary with appropriate exercises. One of the outstanding events was the dedication of two new buildings, the Union Building and the Residence Hall for Women. The Union Building was named in honor of the late Harry D. Lee, who served on the faculty from 1922 to 1940.³

2. STATEMENT OF PROBLEM AND PROCEDURE

Enrollments in colleges and universities throughout the United States have increased rapidly from year to year. Northern Michigan College is no exception to the rule. With the increase in enrollment, many of the facilities of the college have become inadequate. These facilities include those used for the informal education of students including the Student Union.

2. Ibid., p. 32.

3. Ibid., p. 15.

This study is concerned with the need for expansion of the Student Union at Northern. In determining the expansion needs, consideration has been given to a study of student enrollments from 1945 to 1975. A survey of the students and staff of Northern has been conducted to determine what they think a Union should do for the campus and what facilities should be included in the building. A market analysis has been made of Marquette and surrounding area to determine what facilities are now available to students, staff and guests of Northern in regards to their food service, housing, recreation, social and cultural needs. Personal interviews have been conducted with members of teaching departments who might be using the facilities on a regular basis. These departments include physical education, music, fine arts and continuing education. An attempt has been made to receive opinions from leaders in student union work as to what a Union should do for a campus and what facilities should be included in the building. From information received in the surveys and interviews, functions have been recommended which should be included in the expanded facilities of the Union at Northern.

After recommending the functions to be included in the expanded facilities, floor plans have been made to show the functions in relation to each other. A tentative cost analysis has been developed to determine capital costs and also an operating budget in order to determine whether or not the expanded facilities will provide enough income to pay the cost of operation plus any indebtedness on the building.

The final portion of this study includes conclusions drawn from

the preceding portions. Recommendations deal with whether the Union facilities at Northern Michigan College should be expanded. Suggestions have been developed as to when, where and how the expansion should be initiated.

3. UNION OBJECTIVES

A statement of purpose which was adopted by the general membership of the Association of College Unions at its National Conference in April, 1956, as to the Role of the College Union is as follows:

1. "The union is the community center of the college, for all the members of the college family -- students, faculty, administration, alumni and guests. It is not just a building; it is also an organization and a program. Together they represent a well-considered plan for the community life of the college.
2. As the "living room" or the "hearthstone" of the college, the union provides for the services, conveniences and amenities the members of the college family need in their daily life on the campus and for getting to know and understand one another through informal association outside the classroom.
3. The union is part of the educational program of the college. As the center of college community life, it serves as a laboratory of citizenship, training students in social responsibility and for leadership in our democracy.

Through its various boards, committees, and staff, it provides a cultural, social and recreational program, aiming to make free time activity a cooperative factor with study in education.

In all its processes it encourages self-directed activity giving maximum opportunity for self-realization and for growth in individual social competency and group effectiveness. Its goal is the development of persons as well as intellects.

4. The union serves as a unifying force in the life of the college, cultivating enduring regard for and loyalty to the college."⁴

Edith Ouzts Humphreys defines a college union as follows:

"The term 'college union' implies an organization and a building. The organization, ordinarily composed of students, faculty and alumni, is an informal educational medium for individual and group self-discovery and expression through a broad program of social and cultural recreation adapted to the leisure-time interests and needs of the college community. The union building is the Community Center, the physical instrument for implementing the objectives of the organization and for facilitating a community life."⁵

Paraphrasing from the booklet, Planning and Operating College Union Buildings,⁶ it is realized that the Union is a campus community center. It may serve as a campus art gallery, game room, party and dance center, informal outing and sports headquarters, dining room, office building, public relations agency, ticket bureau, bookstore or convention headquarters, to name a few. It may perform all of these functions or a part of them, or perhaps still others depending upon the physical structure of the building.

Many times the Union is used as a laboratory for social and cultural activities. It may cater to the campus at large, having the bulk of its meetings and serving its dinners, it may provide facilities

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4. College Unions - 1956, Report of Proceedings of the Thirty-Third Annual Convention of the Association of College Unions, p. 113.
 5. Edith Ouzts Humphreys, College Unions, A Handbook on Campus Community Centers, Ithaca, New York, Association of College Unions, 1946, p. 11.
 6. Planning and Operating College Union Buildings, A Manual of General Principles and Information, Ithaca, New York, Association of College Unions, 1954, pp. 5-7.

to teach the arts of leisure and recreation. The Union concerns itself with the entire area of student life and interests outside the classroom. It is concerned with exploring many possibilities of making study and play cooperative factors in education.

It is impossible for the Union to be a specialized department with a single meaning, like chemistry. This is true because the Union, fundamentally, is another name for the people of the college in their leisure time. If a Union is to respond effectively to the wide range of needs and interests of the college population at leisure, it will draw together under one roof those facilities and activities which will give everyone in the college family -- students, faculty and alumni -- a reason for coming to the Union.

Provision in the Union will first be made for activities that human beings do in their more elemental daily activity. Places must be established for meeting friends, lounging and smoking, and for dining and refreshment. For students, especially, provision must be made for dating, dancing and active games. Rooms and equipment must be provided which will encourage activities leading to congeniality that comes from working together on common projects. Finally, the Union must offer facilities that will introduce students to the enduring satisfactions of the arts, hobbies and the creative use of leisure generally.

Another thing a Union should be concerned with is the citizenship of students. Good citizens are not made through the advancement of science or by reading the history of our democratic past. Citizens are made when there is a feeling of responsibility for the general welfare of the group to which they belong. Citizens are made by the experience

of citizenship.⁷

The Union is a ready-made laboratory for the practice of citizenship. A place where all who will may have a part in the direction of the Union. Self-government in the Union through the different committees has to do with the daily dining and recreation of the campus populace -- two items which together account for over one-half of the expense of going to college and, even more important, account for that indispensable thing we call morale. If a Union, as it sets its course, decides to emphasize this goal of active citizenship, if it looks for all the means at hand of helping send out students who are service-minded and socially responsible, it will not be wrong.

Some statements of Unions which College's should continually be conscious of are:

1. "To provide a common life and a cultivated social program for the students, faculty and alumni of the university.
2. To serve as an informal educational medium for supplementing the academic education of students and, insofar as possible, for relating the academic and non-academic factors of education -- that the student's total training and experience may be well-rounded and complete.
3. To carry out the meaning implied by the word 'union' or 'community center' by centralizing, integrating and democratizing university community effort and activity.
4. To provide an education in human relationships.
5. To contribute to the student's education for self-government and civic responsibility.

7. Ibid., p. 6.

6. To give students the opportunity, through co-operative effort and self-government (in determining union operation policies), to affect many of the costs of going to college.
7. To maintain a physican center as an instrument for implementing the objectives stated above and for facilitating a communal life through whatever means possible.⁸

4. HISTORY OF PRESENT UNION

For several years prior to the time Lee Hall Student Union was built, it had been the desire of Dr. Henry A. Tape, who was then President of the College, to have a Student Union on campus. He felt that informal education outside the classroom was as important as formal education. He had the philosophy that it was the duty of the College to educate the whole student rather than just to educate him academically, that it was the responsibility of the College to prepare the student to take his place in a community situation upon graduation from College. The knowledge which a student acquired in the classroom would be useful to the student only part of each day of his life. Learning to live, work and play with other people was essential to the student too as he would be in contact with people for the rest of his life. It was also Dr. Tape's philosophy that with the normal work week becoming shorter as the years went by, it was part of the College's responsibility to help the student become interested in some type of leisure time activity. He felt by building a Student Union the College would be better able to fill what he considered a void in the student's

8. Ibid., p. 7.

education. With these ideas in mind, Dr. Tape started to convince his own faculty and staff, the State Board of Education and the State Legislature of the need for a Student Union at Northern Michigan College. His dreams finally came true in the fall of 1948 when the Student Union became a reality. The building did not contain all of the facilities which he would have liked, but at least it was the beginning of a new era in the life of Northern students. It is only fitting to quote here what one educator has said, "A student comes to college not only to learn to earn a living, but to learn to live a life."⁹

Lee Hall Student Union was dedicated in 1949 along with a women's residence hall which is connected on one side of the Union. The Union was opened in the fall of 1948 on a limited scale amongst plasterers, painters, carpenters and other workmen who were associated with the construction project. Lee Hall was no different than any other college building under construction. Occupancy was desired before the building was finished and so the College started to use the facilities one by one as they were completed.

It is hard to determine the cost of the Union as it and the residence hall were built under the same contract and under the same self-liquidating trust agreement. The cost of the two buildings was \$1,123,500. Of this, \$523,500 was appropriated by the State of Michigan. It is not the practice of the legislature to appropriate

9. College Unions - 1954, Report of Proceedings of the Thirty-First Annual Convention of the Association of College Unions,
p. 39.

money to build union buildings or residence halls. However, the other three Colleges of education in Michigan had been allowed to start their self-liquidating building programs in the late 1930's when building costs were lower than they were after World War II and because Northern had not been allowed to begin their self-liquidating program at that time, the legislature felt it was their duty to appropriate money to help Northern start their building program.

With the legislature doing this, Northern was able to offer facilities to students comparable to those at the other three Colleges of education. The remaining cost of \$600,000 for the construction of the building was financed by a bond issue which was to be paid from income received from the women's residence hall, the food service operation serving both the women's residence hall and the Union building, and from a student fee of eight dollars per student per semester and three dollars per student enrolled in the six week summer session. The bond issue was for twenty years.

The Union building consisted of a cafeteria-snack bar combination which would seat 144 people; a private dining room to seat twenty-five; a conference room to accommodate fifty; a ballroom to accommodate 375 at a banquet and 400 for dancing; a small lounge; an office for the director; kitchen facilities capable of serving 1,500 meals per day; and the normal number of service areas. There were no facilities for the recreational and cultural needs of the students.

In the fall of 1955, an addition was built on the west end of the Union. It consisted of a bookstore, a private dining room to seat 108 which could be divided into three rooms of thirty-six each and a room

in the basement which could be used as a recreation room for cards and table tennis. Also included in the addition was a men's residence hall whose food service would be supplied by the existing kitchen facilities. When this addition was built, the original private dining room was rendered no longer suitable for dining, so it was remodeled into an office.

In the fall of 1956, one section of the new private dining room in the addition was remodeled for use by the administration when entertaining guests on campus. Thus, the private dining room space was reduced by one-third, although the remodeling of part of it served a definite need on campus.

It has been the policy of Lee Hall to serve the following groups: students, faculty, alumni, college sponsored groups and outside groups or those not connected with Northern. Reservations for groups are taken in the preceding order with students being given precedence over all other groups. Because Lee Hall is the only place in the community with facilities for groups over one hundred for special dinners, there has not been any friction between Lee Hall and the local restaurants and hotels. Before the Union was built, there were several meetings with local restaurant and hotel people as to the role the Union would have in the community. The philosophy in regards to outside groups has been that the Union is only supplementing the city's facilities and is not in competition with them. The local restaurant and hotel people realize that with the college offering more facilities for students, the enrollment will increase and their business will increase also. By having a complete understanding of the philosophy by all

parties concerned before the Union was built, a lot of misunderstanding was avoided.

Lee Hall is used for meetings by student organizations, staff committees and educational groups. Workshops and conferences are conducted in the building when facilities are available. Luncheons, banquets, teas and coffee hours are served to the same groups as listed above plus non-college groups from Marquette and surrounding area.

In the school year 1956-1957, a total of 964 scheduled events were held in Lee Hall involving 47,399 people. Student sponsored events accounted for 543 of the events involving 27,011 people. Non-student events accounted for 421 events involving 20,388 people. Understanding that the Union was open only 294 days out of the year, it gives an average of 3.3 meetings per day with an average of 49.2 people involved in each meeting. These figures do not include any people who use the cafeteria, lounge and recreation room on a day by day basis. Accurate figures were not available for preceding years that Lee Hall was in operation.

CHAPTER II

EXPANSION OF NORTHERN MICHIGAN COLLEGE

STUDENT UNION FACILITIES

1. STUDY OF NORTHERN MICHIGAN COLLEGE ENROLLMENTS 1945 - 1975

Northern Michigan College, like most institutions of higher learning, was at a low point in enrollment in the fall of 1945 with 281 students. Northern also followed the national trend in the fall of 1946 with a large increase in enrollment due to the end of World War II and the Public Laws 16 and 346 which enabled many veterans to attend college and further their education. The increase in enrollment continued through the fall of 1949 when Northern had 1,022 students. With the outbreak of the Korean War and the veterans of World War II finishing their four years of college, the enrollment started to decline until it reached another low point of 562 students in the fall of 1952. Since then there has been a steady increase in enrollment to the present time and it is anticipated the increase will continue to 3,000 students in 1975.¹

The Table on Page 15 gives the actual fall enrollments from 1945-1957 and the anticipated enrollments from 1958-1975. The percentage increase or decrease is given for each year as compared to the preceding one.²

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1. Information taken from an enrollment data sheet prepared by Mr. L. O. Gant, Director of Admissions, Northern Michigan College, Fall, 1957.
 2. Ibid.

TABLE I

Past and Predicted Student Enrollments for Selected
Years as Shown for Northern Michigan College

Year	Enrollment	Increase or Decrease*	Percentage Increase or Decrease*
1945	281	-	-
1946	930	649	231.0
1947	1,011	81	8.8
1948	1,002	9*	.9*
1949	1,022	20	2.0
1950	830	192*	18.8*
1951	618	212*	25.5*
1952	562	56*	9.1*
1953	581	19	3.4
1954	735	154	26.5
1955	888	153	20.8
1956	1,090	202	22.7
1957	1,277	187	17.2
1958	1,400	123	9.6
1960	1,600	200	14.3
1965	2,000	400	25.0
1970	2,500	500	25.0
1975	3,000	500	20.0

From this table it is readily seen that the enrollment at Northern Michigan College is steadily increasing and is predicted to continue to do so for the next seventeen years. There are no projected enrollment figures available after 1975.

It is no secret that a Student Union Building opened in 1948 to serve the needs of 1,000 students will become inadequate as the enrollment goes above that figure and continues to increase. As this happens, preparation must be made to accommodate the additional students who enroll on the campus. The following section deals with a survey which was sent to the staff³ and one-half of the students at Northern Michigan College.

2. NORTHERN MICHIGAN COLLEGE STUDENT AND STAFF SURVEY

A survey was distributed to one-half of the students and to the entire staff of Northern.⁴ The purpose of the survey was to ascertain the amount of usage the present facilities receive and also to find out the approximate usage of additional facilities, were they to be incorporated into an expanded facility. The students who received the survey were impartially chosen. An alphabetical list of all students enrolled the fall semester of 1957 at Northern Michigan College was used as a source for the names. By starting with the first name on the list and then taking every other one through the entire list, the

3. Staff meaning administration and faculty. This does not include clerical, maintenance and food service personnel.

4. See Appendix, p. 77.

names of those to receive the survey were chosen.

The survey listed the present facilities of the Union and the additional facilities which might be included in an expanded program. Opposite the list of facilities were five columns which were to be checked as to the amount of usage. The columns were headed daily, weekly, monthly, seldom and never. There was space left at the bottom of the page for additional suggestions and comments. There were 115 questionnaires sent to the staff with 89 being returned for a 77.4 percentage. There were 635 questionnaires sent to the students with 293 being returned for a 46.1 percentage. A covering letter was sent with the questionnaire explaining its purpose and requesting the cooperation of all concerned in this study.⁵

Table II on page 18 gives the percentage of use of the facilities in the present Student Union by staff members on a daily, weekly and monthly basis. In Table III on page 19 is the percentage of anticipated use of additional facilities on a daily, weekly and monthly basis as indicated by staff members on the questionnaire.

The student response as to their percentage of use of the present Union facilities on a daily, weekly and monthly basis is listed in Table IV on page 20. Their response as to anticipated use of additional facilities which might be included in an expanded Student Union is listed in Table V on page 21. A complete summary of the results of the survey is in the appendix. The total responding to each item and its percentage of use is listed in table form.

5. See Appendix, p. 78.

TABLE II

Staff Response to Questionnaire Regarding Percentage
Use of Present Union Facilities

<u>Facility</u>	<u>Daily</u>	<u>Weekly</u>	<u>Monthly</u>
Cafeteria	11.8	18.8	11.8
Snack Bar	27.2	19.8	4.9
Recreation Room	1.4	1.4	4.3
Private Dining Room	0	14.5	21.7
Meeting Rooms	2.5	19.8	30.9
Ballroom	0	2.5	23.7
Lounge	1.4	6.8	13.5
Cloak Room	27.6	28.7	16.1
Bookstore	2.2	31.5	40.4
Information Desk	2.6	7.7	11.5

TABLE III

Staff Response to Questionnaire Regarding Percentage
Use of Additional Union Facilities

<u>Facility</u>	<u>Daily</u>	<u>Weekly</u>	<u>Monthly</u>
Table Service Dining Room	6.7	14.7	18.6
Additional Meeting Rooms	2.6	24.7	22.1
Auditorium	0	10.8	16.9
Lounge for Women Only	5.9	2.0	2.0
Lounge for Men Only	12.5	12.5	8.9
Faculty Lounge	25.6	37.2	7.7
Browsing Room	6.1	24.2	12.1
Music Listening Room	1.4	16.9	14.1
Television Room	3.9	7.8	15.6
Student Organization Office	1.6	3.3	6.6
Student Organization Storage	1.7	0	0
Arts and Crafts Room	0	5.9	10.3
Outing Headquarters	0	3.1	6.3
Billiard Room	3.0	9.0	3.0
Table Tennis Room	3.0	6.1	6.1
Card Room	4.4	4.4	7.4
Bowling Alley	2.9	22.1	8.8
Barber Shop	0	16.2	44.6
Beauty Salon	0	0	6.7
Guest Sleeping Rooms	0	2.9	8.6
Check Room	11.9	9.0	10.4
Alumni Office	4.8	6.5	14.5

TABLE IV

Student Response to Questionnaire Regarding Percentage
Use of Present Union Facilities

<u>Facility</u>	<u>Daily</u>	<u>Weekly</u>	<u>Monthly</u>
Cafeteria	25.6	14.4	2.9
Snack Bar	51.9	20.1	3.0
Recreation Room	23.7	22.6	8.4
Private Dining Room	8.4	4.0	9.5
Meeting Rooms	1.4	24.2	24.9
Ballroom	1.1	11.3	26.5
Lounge	22.6	30.0	10.1
Cloak Room	26.9	15.5	12.4
Bookstore	10.3	56.7	24.1
Information Desk	3.2	6.1	6.9

TABLE V

Student Response to Questionnaire Regarding Percentage
Use of Additional Union Facilities

<u>Facilities</u>	<u>Daily</u>	<u>Weekly</u>	<u>Monthly</u>
Table Service Dining Room	11.5	9.2	7.3
Additional Meeting Rooms	.7	14.6	17.2
Auditorium	1.1	28.2	31.6
Lounge for Women Only	12.1	13.3	2.5
Lounge for Men Only	16.6	15.0	4.3
Faculty Lounge	0	0	0
Browsing Room	15.4	34.6	8.6
Music Listening Room	9.6	38.1	10.7
Television Room	20.1	33.8	9.7
Student Organization Office	8.6	11.5	17.5
Student Organization Storage	4.9	11.4	12.9
Arts and Crafts Room	8.5	17.4	14.8
Outing Headquarters	2.7	13.8	18.5
Billiard Room	12.7	19.0	12.3
Table Tennis Room	14.9	26.1	17.0
Card Room	13.9	26.2	12.7
Bowling Alley	13.9	38.0	21.2
Barber Shop	0	12.2	32.5
Beauty Salon	0	4.2	13.1
Guest Sleeping Rooms	0	6.5	13.0
Check Room	3.3	4.5	4.9
Alumni Office	2.0	2.4	4.8

From Tables II and III of staff responses, the following facilities are most popular on a daily to weekly basis: cafeteria, snack bar, meeting rooms, cloak room, bookstore, faculty lounge, lounge for men only, browsing room, bowling alley, barber shop and check room. No attempt was made to project the usage by numbers in the future because the estimated number of staff members which will be required with an increase in student enrollment is not available. The increase in staff is not only governed by the enrollment but also by legislative appropriation.

The most popular facilities designated by the students on a daily to weekly basis in Tables IV and V are as follows: cafeteria, snack bar, recreation room, meeting rooms, lounge, cloak room, bookstore, table service dining room, auditorium, lounge for women only, lounge for men only, browsing room, music listening room, television room, student organization offices, arts and crafts room, billiard room, table tennis room, card room and bowling alley. Only those facilities which have a combined total of more than twenty per cent of the students using them on a daily to weekly basis are listed above. The barber shop shows a use factor of over forty-four per cent on a weekly to monthly basis. It is safe to assume that it would be a desirable facility as several respondents indicated a desire for it, stated they would use it every two weeks, and checked the monthly column since no bi-weekly column was listed.

The percentages of usage presented in Tables IV and V were used to ascertain the actual number of students who would use the listed facilities when the campus enrollment reaches 1,500; 2,000; 2,500;

and 3,000. From Tables VI, VII, VIII and IX which follow, conclusions can be drawn as to the advisability of including certain facilities in an expanded Student Union. Even though the percentage of students using certain facilities is small, when the percentage is projected to actual number of students, it becomes evident that the facilities would be in constant use. A good example of this is the student organization offices with a percentage use of 8.6. With an enrollment of 1,500, 129 students would use the offices daily. It also should be mentioned that many facilities will be used weekly or monthly by students. All students will not use them on the same day of the week or month so, consequently, the facilities will be used constantly.

In order for a facility to be included in an expanded program, it is not necessary for it to be used by all students. Many respondents indicated that they were married and were working full or part-time and so did not use the Union facilities. Also it should be noted that many students at Northern have not had the opportunity of visiting a campus where a Union with all of these facilities was available. If they could have this opportunity or if the facilities were provided, it can be assumed that the percentage of usage would increase.

Many staff members and students wrote comments on the questionnaire. Some of the staff comments which merit mentioning are as follows: Cafeteria and snack bar should be separate rooms rather than a combination room as in the present building; more parking area is needed near the Union; the Union should be a separate building rather than sandwiched in between two residence halls as at present; and a Union built with more atmosphere is needed. Some of the comments

TABLE VI

Projected Use of Facilities when
Student Enrollment Reaches 1,500

Facilities	Daily	Weekly	Monthly
Cafeteria	384	216	44
Snack Bar	779	302	45
Recreation Room	356	339	126
Private Dining Room	126	60	143
Meeting Rooms	21	363	374
Ballroom	17	170	398
Lounge	339	450	152
Cloak Room	404	233	186
Bookstore	155	851	362
Information Desk	48	92	104
Table Service Dining Room	173	138	110
Additional Meeting Rooms	11	219	258
Auditorium	17	423	474
Lounge for Women Only	182	200	38
Lounge for Men Only	249	225	65
Faculty Lounge	0	0	0
Browsing Room	231	519	129
Music Listening Room	144	572	161
Television Room	302	507	147
Student Organization Offices	129	173	263
Student Organization Storage	74	171	194
Arts and Crafts Room	128	261	222

TABLE VI (Continued)

Facilities	Daily	Weekly	Monthly
Outing Headquarters	41	207	278
Billiard Room	185	285	185
Table Tennis Room	224	392	255
Card Room	209	393	191
Bowling Alley	209	570	318
Barber Shop	0	183	488
Beauty Salon	0	63	197
Guest Sleeping Rooms	0	98	195
Check Room	50	68	74
Alumni Office	30	36	72

TABLE VII

Projected Use of Facilities when
Student Enrollment Reaches 2,000

Facilities	Daily	Weekly	Monthly
Cafeteria	512	288	58
Snack Bar	1,038	402	600
Recreation Room	474	452	168
Private Dining Room	168	80	190
Meeting Rooms	28	484	498
Ballroom	22	226	530
Lounge	452	600	202
Cloak Room	538	310	248
Bookstore	206	1,134	482
Information Desk	64	122	138
Table Service Dining Room	230	184	146
Additional Meeting Rooms	14	292	344
Auditorium	22	564	632
Lounge for Women Only	242	266	50
Lounge for Men Only	332	300	86
Faculty Lounge	0	0	0
Browsing Room	308	692	172
Music Listening Room	198	762	214
Television Room	402	676	194
Student Organization Offices	172	230	350
Student Organization Storage	98	228	258
Arts and Crafts Room	170	348	296

TABLE VII (Continued)

Facilities	Daily	Weekly	Monthly
Outing Headquarters	54	276	370
Billiard Room	246	380	246
Table Tennis Room	298	522	340
Card Room	278	524	254
Bowling Alley	278	760	424
Barber Shop	0	244	650
Beauty Salon	0	84	262
Guest Sleeping Rooms	0	130	260
Check Room	66	90	98
Alumni Office	40	48	96

TABLE VIII

Projected Use of Facilities when
Student Enrollment Reaches 2,500

Facilities	Daily	Weekly	Monthly
Cafeteria	640	360	73
Snack Bar	1,298	503	75
Recreation Room	593	565	210
Private Dining Room	210	100	238
Meeting Rooms	35	605	623
Ballroom	28	283	663
Lounge	565	750	253
Cloak Room	673	388	310
Bookstore	258	1,418	603
Information Desk	80	153	173
Table Service Dining Room	288	230	183
Additional Meeting Rooms	18	365	430
Auditorium	28	705	790
Lounge for Women Only	303	333	63
Lounge for Men Only	415	375	108
Faculty Lounge	0	0	0
Browsing Room	385	865	215
Music Listening Room	240	953	268
Television Room	503	845	243
Student Organization Offices	215	288	438
Student Organization Storage	123	285	323
Arts and Crafts Room	213	435	370

TABLE VIII (Continued)

Facilities	Daily	Weekly	Monthly
Outing Headquarters	68	345	463
Billiard Room	308	475	308
Table Tennis Room	373	653	425
Card Room	348	655	318
Bowling Alley	348	950	530
Barber Shop	0	305	813
Beauty Shop	0	105	328
Guest Sleeping Rooms	0	163	325
Check Room	83	113	123
Alumni Office	50	60	120

TABLE IX

Projected Use of Facilities when
Student Enrollment Reaches 3,000

Facilities	Daily	Weekly	Monthly
Cafeteria	768	432	87
Snack Bar	1,557	603	90
Recreation Room	711	678	252
Private Dining Room	252	120	285
Meeting Rooms	42	726	747
Ballroom	33	339	795
Lounge	678	900	303
Cloak Room	807	465	372
Bookstore	309	1,701	723
Information Desk	96	183	207
Table Service Dining Room	345	276	219
Additional Meeting Rooms	21	438	516
Auditorium	33	846	948
Lounge for Women Only	363	399	75
Lounge for Men Only	498	450	129
Faculty Lounge	0	0	0
Browsing Room	462	1,038	258
Music Listening Room	288	1,143	321
Television Room	603	1,014	291
Student Organization Offices	258	345	525
Student Organization Storage	147	342	387
Arts and Crafts Room	255	522	444

TABLE IX (Continued)

<u>Facilities</u>	<u>Daily</u>	<u>Weekly</u>	<u>Monthly</u>
Outing Headquarters	81	414	555
Billiard Room	369	570	369
Table Tennis Room	447	783	510
Card Room	417	786	381
Bowling Alley	417	1,140	636
Barber Shop	0	366	975
Beauty Salon	0	126	393
Guest Sleeping Rooms	0	195	390
Check Room	99	135	147
Alumni Office	60	72	144

written by students are as follows: Should have a larger and separate cafeteria and snack bar; better methods should be incorporated for cleaning tables; all student organization offices should be in the Union; additional meeting rooms are badly needed; and there should be more recreational facilities to help students on campus during week-ends.

The remaining comments were concerned with individual preference or facilities which might be included in an expanded or new building. Because these preferences were checked on the questionnaire, they will not be discussed here.

3. MARKET ANALYSIS OF MARQUETTE AREA

An interview was held with Mr. Ben Knauss, Secretary-Manager of the Marquette Chamber of Commerce. The purpose of the interview was to determine the number of hotel and motel rooms available in Marquette and surrounding area which might be used for housing guests attending educational conferences held on campus. It was found there are two hotels with a combined total of 135 rooms capable of housing 200 people. There are approximately 200 motel units, available during the summer months, which can house about 400 people. There are 63 units open all year. It must be realized that the total number of hotel and motel rooms would not be available for use by conference guests because of regular tourists and guests. The Northern Peninsula is a tourist's paradise during the summer months and consequently housing accommodations for conference guests during the summer are quite limited.

Facilities for special food service functions are also limited in

Marquette. One hotel has facilities to accommodate luncheons and dinners up to about 100 people, while the other hotel has no food service facilities. One restaurant will take luncheons for numbers up to about 100 but will not take evening functions. The Masonic Temple has space to seat about 500 people but does not operate a regular food service. When events are held in the Temple, the food service is catered by an individual. There are several restaurants catering to transient business.

Outdoor recreation facilities are very good with winter sports areas for skiing, skating and tobogganing and with many inland lakes and streams for fishing and camping in the spring, summer and fall. Bowling facilities are limited with only two alleys in Marquette. One has eight lanes which are used for league bowling during the evening with some open bowling in the afternoons and on week-ends. The other bowling alley has four lanes which are part of a private club and are used by the club's members only.

It was also learned from the interview with Mr. Knauss that there is only one regularly scheduled cultural activity, with the exception of those sponsored by individual churches and groups for their members. The one scheduled cultural activity is the Community Concert series of four or five concerts per year which are held at the college auditorium. Northern is co-sponsor of this series and all students are admitted upon presentation of their student fee receipt. It is possible with increased enrollment that the co-sponsorship may cease because of the limited seating capacity in the auditorium. There are two movie theatres in Marquette which attempt to show first-run films.

4. ACTIVITY PROGRAM WITH ADDITIONAL FACILITIES

R. J. Lichtenfelt has aptly stated what a Student Union is to a campus and its students. He says:

"The student union building or student center is the greatest single potential on any campus for democratic experiences and training; at the same time it serves as the most powerful public relations force the campus possesses. In no other campus building can the total student body be provided with either the atmosphere or the environment necessary to the students' spiritual wellbeing. No other campus building can meet so well the social needs of students or can provide the great variety of experiences offered by the union building. Finally, no other building possesses the possibilities for creating on a campus the esprit de corps that is necessary and vital to the healthy perpetuation of the college."⁶

For the Union to be the center of campus activities and to give democratic experiences and training to the students, two things are necessary. First, there must be a good activities program and second, there must be adequate physical facilities where these activities can be housed. There are no two activity programs alike on various campuses. Each program will be different, depending on the philosophy of the college administration, the attitudes of the students, the activities put on by other organizations, the budget and the physical facilities present.

An activity program in a Student Union can be classified into three categories. These are recreational, social and cultural. Some of the recreational activities which could be provided with expanded

6. Lichtenfelt, R. J., "Residence Halls vs. Student Unions," College and University Business, May, 1954, p. 49.

facilities are bowling, billiards, table tennis, cards, hiking, skiing, skating, tobogganing and others. Bowling leagues and tournaments could be organized which will create interest in the use of bowling alleys in an expanded facility. Billiards and table tennis are good leisure time activities between classes and during the evening hours. The Association of College Unions conducts a billiard tournament each year. Any student is eligible to participate if the Student Union is a member of the Association.

Table tennis is a very popular activity because of the tournaments which can be held to determine the campus championship and also because many people are putting table tennis tables in their homes. It has been observed that a card room is desirable in a Union because many students like to play cards. It is preferred to have the students participating in recreational activities on the campus that are campus sponsored rather than in undesirable places in town. Lessons in different card games can be given and tournaments played. The Association of College Unions also conducts an annual bridge tournament which students are eligible to enter.

Including an outing headquarters in an expanded facility will satisfy a need for those students who like skiing, skating, tobogganing, hiking, etc. It will give them a place to store and repair equipment. With the natural setting in the Northern Peninsula for these activities, they should be encouraged as they provide excellent opportunities for group living and experiences. Part of the responsibility of the college is to educate the whole student rather than just educate him academically.

Another responsibility of a college is to educate the students socially. There is no better place to do this than in the Union. Dances of all kinds may be held, including informal, formal and square. Dance instruction may be offered for those who want to learn or want to improve. Informal coffee hours, formal teas and open houses can be held with students doing the planning so they not only have the experience of attending but also of making arrangements for such functions. When students graduate and take their places in their respective communities, they should have a knowledge of these things in order to become the leaders of tomorrow socially as well as in their chosen professions.

The Union can offer cultural activities to students by having art exhibits, lectures, forums, round table discussions, traveling photography exhibits and recitals. The art exhibits can be secured from the campus art department and from traveling shows. Lectures, forums and round table discussions can be conducted by students and faculty on campus. It may be desirable to bring in local businessmen and businesswomen to discuss pertinent topics with students. Music recitals can be arranged with music students and music listening hours for those students who like to listen to operas and symphonies and hear explanations of them. With these other activities a fine arts festival can be held which would include the fine arts departments on campus; namely, music, drama and art. It must be remembered, the Union is not trying to usurp activities of other organizations and departments on campus. Its purpose is to supplement activities that are already in existence.

5. USE OF FACILITIES BY TEACHING DEPARTMENTS

Interviews were held with Dr. Claud Bosworth, Dean of Public Services; Dr. Allan Niemi, Head of the Music Department; Mr. C. V. Money, Head of the Health and Physical Education Department and Mr. Forest Roberts, Head of the Speech and Dramatics Department. The purpose of the interviews was to determine what, if any, correlation there could be between the facilities and activities of the Union and these departments which might have occasion to use the Union facilities in their educational programs.

Dr. Bosworth stated that the Union could be the public services conference center. It would have to be a separate wing or floor of the building which would be devoted to this phase of the educational program at Northern. He felt there was a need for flexible rooms and equipment available for conferences and meetings. These rooms could serve the needs of student organizations as well as conference guests. He also stated there was a need for guest rooms and food service facilities for conference guests. The final suggestion he gave was for the building to be attractive both inside and outside and for it to convey an atmosphere of friendliness and hospitality when guests enter it.

In the interview with Dr. Niemi the following suggestions were made by him as to how facilities in the Union could help the music department. A music listening room is needed which would provide a place for students to leisurely listen to music. A place would be desirable where impromptu jam sessions could be held. A small audi-

torium would be useful for student music recitals along with some practice rooms to supplement the ones now on campus. He also stated that an enlarged Union facility would be very helpful when Upper Peninsula music festivals are held on campus each year. Lastly, he felt the Union should have adequate meeting rooms so all student organizations could meet in the Union.

While visiting with Mr. Money, it was brought out that the physical education department could make very good use of a bowling alley in the Union. Instruction classes in bowling could be offered with bowling facilities on campus. The facilities could be used during the day when they would not normally be used to capacity by the student body. He felt there could be cooperation between the Union and physical education department in offering instruction in other recreational activities, such as billiards, table tennis, cards, square and social dancing, etc. He also suggested the possibility of including a hand ball court in an expanded union facility since it was not included in the physical education building and fieldhouse.

Mr. Roberts stated the use by the speech and dramatics department would depend on what other facilities were built on campus in the future. A small auditorium might be used when festivals are held on campus, such as Forensic, Drama and Debate. Guest rooms and food service facilities would also be advantageous during these times. It appeared doubtful if the department would use the facilities of the Union on a regular day to day or week to week basis.

CHAPTER III

FUNCTIONS TO BE SERVED BY EXPANDED FACILITIES

1. OPINIONS OF LEADERS IN UNION WORK

Letters of inquiry were sent to twelve union directors.¹ The letters asked two questions. These were, "What should a Student Union do for a campus?" and "What facilities should a Student Union contain?" The twelve to receive the inquiry were chosen for the following reasons: size of campus, length of time union had been on campus and whether or not plans were being made for a new building or an expanded facility. Ten of the twelve directors responded.

It made no difference whether it was a campus of 20,000 or 1,000, the answers to the questions were very similar. The concensus of opinion was that a Union should provide every kind of experience, not obtainable in the classroom, that an educated (well-rounded) individual is supposed to possess. Before it can be said that this could cover everything under the sun, it should be stated that it doesn't. Generally, it is expected that educated persons know how to act in various social situations; they should be experienced in committee work; they are expected to be able to adjust to various kinds of cooperative living situations; they are expected to have a variety of interests and skills such as arts and crafts activities and assorted games. The Union can and should provide these experiences, providing the kinds of activities

1. See Appendix, p. 83.

to which students can be exposed other than the subject matter in the classroom. R. J. Lichtenfelt, Director of Keeler Union and College Food Services at Central Michigan College, expressed it in the following manner; "Gentlemen are not made in the classroom, but by associations and experiences with people and with the help of experienced, mature, understanding leaders."

In answer to the second question, "What facilities should a Student Union contain?", it was stated that this is largely dependent upon existing facilities on campus, proximity to metropolitan areas and administrative philosophy. The following is a combined list of facilities which the different directors thought should be in a Student Union: ballroom, barber shop, bowling alleys, bookstore, lounges, organization offices, conference rooms, food service facilities, banquet facilities, hobby rooms, arts and crafts room, music room, browsing room, cafeteria, snack bar, club rooms for organizations, auditorium, check room, guest rooms, game room, rest rooms, storage rooms, ticket office, information center, business office, exhibit area, television room, dark room, gift shop, beauty salon, public address system, billiard room, table tennis room, faculty lounge and alumni office.

It was stated that this list is not exhaustive by any means. Many unions have facilities other than these such as drug store, men's and women's clothing shops, post office, dean's offices, swimming pool, skating rinks, theatre, dressing rooms, outing headquarters, etc.

It was stated that facilities should be included which students on the campus under consideration feel are desirable. Also, facilities

should be included which the faculty and administration feel should be available to the students on the particular campus under study. It was also mentioned that the determining factor in deciding the number of facilities to be included in a Union was the amount of money available for the construction of the facilities.

2. DATA FROM STUDENT AND STAFF SURVEY

The results of the survey sent to the students and staff of Northern Michigan College were very enlightening concerning the facilities which they felt should be included in an expanded Student Union. Many of the facilities listed are primarily for student use, consequently the faculty response in regard to usage of these facilities was low. The tabulation of staff response in Table III, Page 19, indicated a desire for the following facilities in an expanded Student Union, in addition to present facilities: table service dining room, additional meeting rooms, lounge for men only, faculty lounge, browsing room, music listening room, bowling alley, barber shop and a check room.

The student response tabulation in Table V, Page 21, indicated a desire for the following facilities to be included in an expanded Student Union, in addition to the present facilities: table service dining room, additional meeting rooms, auditorium, lounge for women only, lounge for men only, browsing room, music listening room, television room, student organization offices, student organization storage, arts and crafts room, outing headquarters, billiard room, table tennis room, card room, bowling alley and a barber shop.

The survey also indicated little use of the present recreation

room, lounge and information desk by staff members. The students' answers indicated little use of the private dining rooms and the information desk. It should be mentioned here that the private dining rooms and meeting rooms are one and the same, serving a dual purpose. It should also be stated that the information desk is used only for that purpose and does not sell magazines, newspapers, candy, cigarettes, toilet articles, etc. Limited observation of new Student Unions and Student Unions located on larger campuses shows a combination function of the information desk. It can be assumed, if this type of information desk was included in an expanded Student Union, the use factor would increase sufficiently for the facility to be included.

3. DATA FROM MARKET ANALYSIS

Mr. Ben Knauss, Secretary-Manager of the Marquette Chamber of Commerce, gave information from which some interesting conclusions can be drawn concerning facilities the Union can provide for the campus. These facilities would supplement those already provided in Marquette. Housing accommodations for educational conference guests are limited because of the tourist trade in and around Marquette. With guest rooms included in the Union, the problem of sufficient housing for educational conference guests would be partially eliminated. It should be stressed that the Union would not be competing with local Hotels and Motels, but supplementing their accommodations.

With a limited number of food service facilities available in Marquette for special luncheons and dinners, it would be advisable to include space in an expanded Union for the food service needs of

conference groups. Once again it should be pointed out that these facilities would supplement the existing food service facilities in Marquette and not compete with them.

Outdoor recreation facilities in the Marquette area are adequate for those students who wish to participate in skiing, skating, tobogganing, fishing, hiking and camping. It would be advisable, however, for the Union to provide an outing headquarters where students may store and repair their equipment which is used in these activities. Indoor recreation facilities for bowling, table tennis, etc. are very limited in Marquette and so space for these activities should be included in an expanded Union. Seventy-five per cent of the students indicated an interest in being able to use a bowling alley on a daily to monthly basis, and fifty-eight per cent indicated an interest to play table tennis on a daily to monthly basis. From these percentages, the desirability of including these facilities in an expanded Union can readily be acknowledged.

From the interview with Mr. Knauss, it can be assumed that any facility which is included in an expanded Union that will expose the students to cultural activity, would be well worth while. Cultural facilities might include a music listening room, browsing room and a room so constructed that it could be easily used as an art gallery.

4. DATA FROM TEACHING DEPARTMENTS

In analyzing the interviews with the department heads of the Public Services Department, the Music Department, the Health and Physican Education Department and the Speech and Dramatics Department,

some conclusions can be drawn as to facilities which the Union can provide for use by these departments. These departments were chosen because past experience indicated they use the Union facilities more than the other educational departments on campus. Guest rooms and food service facilities appeared to be the most desirable to these people because of the number of educational conferences, music and forensics festivals, coaching schools and visiting athletic teams which desire to be housed and fed on campus.

5. RECOMMENDED FUNCTIONS TO BE SERVED IN THE EXPANDED FACILITIES

The Student Union should provide the following functions for the campus: Food service, guest housing accommodations, social programs, recreational activities and a cultural program. For the Union to carry out these functions, certain facilities should be included in the physical plant. To satisfy the function of food service, the following facilities should be included: cafeteria, snack bar, private dining room, table service dining room, kitchen and food storage areas. Guest rooms will satisfy the need for guest housing accommodations. The social program would need meeting rooms, auditorium, ballroom, student organization offices, student organization storage and an arts and crafts room.

The recreational activities of the Union can be accommodated in the following facilities: outing headquarters, billiard room, table tennis room, card room and bowling alley. The cultural program can be carried on in the browsing room, music listening room, meeting

rooms, television room and a meeting room that can easily be converted into an art gallery.

Every building needs lounge and service areas. They can be listed as: lounge for men only, lounge for women only, faculty lounge, general lounge, information desk, bookstore, barber shop, cloak and check room combination, storage areas, restrooms and closets. Depending on available construction money and administrative philosophy, it may be desirable to include in the Union an alumni office, beauty shop, conference office, public services office space, campus informational office, photography dark room and other facilities.

The determining factor as to what facilities will or will not be included in an expanded Student Union often will be the availability of money for construction and furnishing of the building. This will be true whether the money is received through gifts and grants to the college or through a bond issue which puts the building on a self-liquidating, self-supporting basis. Another item to consider is the amount of income which can be derived from the income producing areas of the building to pay the daily operating costs. This is true regardless of where the money comes from for construction and furnishing. If the building is built on a self-liquidating basis, enough income must be derived to retire the bonds also. All of these things must be considered when determining the functions of the Union and the facilities to be included in an expanded Student Union.

CHAPTER IV

LAYOUT OF PROPOSED SPACE

1. SKETCHES AND DRAWINGS

This portion of the study of A Recommended Expansion Program For The Student Union Of Northern Michigan College is concerned with sketches of the original Student Union and the addition which was opened in the fall of 1955. This chapter will also include sketches of the author's proposed facilities for a new Union. A new Union is proposed rather than adding to the present Union. The reason for this is because the present Union is sandwiched between two residence halls and because land is not available next to the present Union for building purposes. It is not the author's intention to present architectural drawings but merely to present sketches of a proposed Union building which will show the arrangement of the facilities within the structure.

Figure Number 1 shows a sketch of the first floor of the original Union. Included in it are the cafeteria, kitchen, lounge, foyer, office and men's restroom. There are approximately 11,420 square feet of area on this floor.

Figure Number 2 includes sketches of the areas of the second and third floors of the original structure including the ballroom, foyer and conference room. There are approximately 7,650 square feet of area on these two floors.

Figure Number 3 shows a sketch of the ground floor or basement

area of the original building. Storage space and employee locker rooms are the only facilities included in this area. A Part of the space under the the first floor is unexcavated. There are approximately 5,060 square feet of usable area on this floor. From these sketches, it is found there are about 24,130 square feet of usable space in the original Union building.

Figures Number 4 and 5 give the room arrangement of the facilities which were added to the Union in 1955 when the men's residence hall was constructed on the west side of the original Union building. There are 4,100 square feet of space on the first floor used for private dining room, a bookstore and hallways. The ground floor has 7,680 square feet of area for a recreation room, storage and restrooms. There are a total of 11,780 square feet of usable space in the addition to the original Union. The present Union building has a total of 35,910 square feet of usable area.

The author's decision to include facilities in a proposed Union as shown in Figures 6, 7 and 8 is a result of Chapter III of this study. Consideration was given to opinions of leaders in Union work, data received from the student and staff survey, data from the market analysis of the Marquette area and data from the teaching departments on campus which might have occasion to use the Union facilities.

The sketches of a proposed Union presented in Figures 6, 7 and 8 include 19,692 square feet on each the first and second floors and 24,340 square feet on the ground floor, for a total of 63,724 square feet.

The ground floor in Figure 6 will include an eight lane bowling

alley, billiard and table tennis room, card room, barber shop, snack bar, cafeteria, main kitchen and television area. The snack bar and cafeteria can be serviced from the same kitchen and also can be divided by folding doors. The doors can be opened for additional seating when the need arises for more seating in either area.

The first floor as shown in Figure Number 7 includes a ballroom, lounge, information desk, check room, bookstore, restrooms, serving pantry, table service dining room, president's room and two private dining rooms which are separated by a folding door for flexibility.

Figure Number 8 shows the second floor which is devoted to administrative offices, student organization offices and storage areas, browsing and music listening room, arts and crafts room, office and work space for the college newspaper and college yearbook, faculty lounge, women's lounge, meeting rooms and serving pantry. The meeting rooms have folding doors for more flexibility in use.

Edith Ouzts Humphreys found a range of 8 - 46 square feet per student in her study of the sixteen Unions she surveyed or an average of 20 square feet per student.¹ With 35,910 square feet in the present Union and allowing 20 square feet per student, the existing facilities should be satisfactory for the campus until there is an enrollment of 1,800 students, although it is evident from the survey reported in Chapter II that some desirable facilities are not available. Using the same basis of 20 square feet per student on campus, the proposed space

1. Edith Ouzts Humphreys, College Unions, A Handbook on Campus Community Centers, Ithaca, New York, Association of College Unions, 1946, p. 112.

in Figures 6, 7 and 8 will provide total floor space for an enrollment of approximately 3,200 students.

A suggested continuing education wing is placed on each floor of the proposed Union. It can be added at a later time to house offices, meeting rooms and guest rooms for the continuing education department on campus. By connecting the continuing education wing to the Union, it can use the food service facilities of the Union and save duplication of facilities on the campus.

2. PRIORITY ASSIGNMENT OF FACILITIES

When the time comes for Northern Michigan College to construct a new Union building on campus because the enrollment has outgrown the present building, decisions will have to be reached as to which facilities have priority assignment in a new building. The reason for priority assignment may be necessary because of limited funds for construction and furnishing a new Union.

The author suggests the following groups of facilities in order of their priority in a new Union. The first group would include a kitchen, cafeteria, snack bar, meeting rooms, ballroom and student offices. The second group includes a bookstore, bowling alley, billiard and table tennis room, card room, office and work space for the college newspaper and yearbook and browsing and music listening room. The final group includes an arts and crafts room, faculty lounge, private dining rooms, barber shop, women's lounge, president's room and table service dining room. It should be mentioned that not only will the availability of funds determine the facilities in a Union, but the

college administration will make the final decision concerning the facilities to be included.

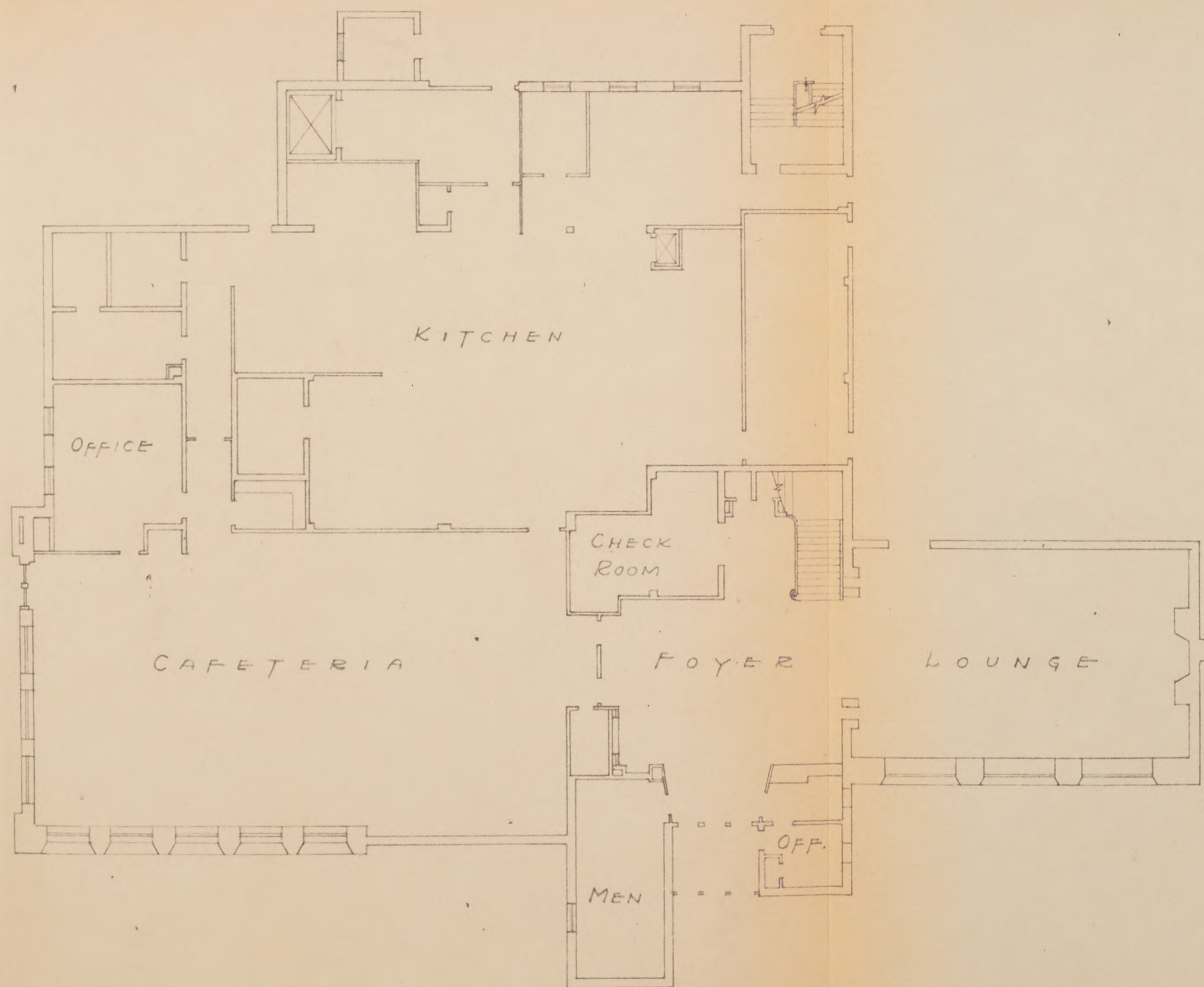


FIG. 1.
FIRST FLOOR
SCALE $\frac{1}{16}$ " = 1'-0"

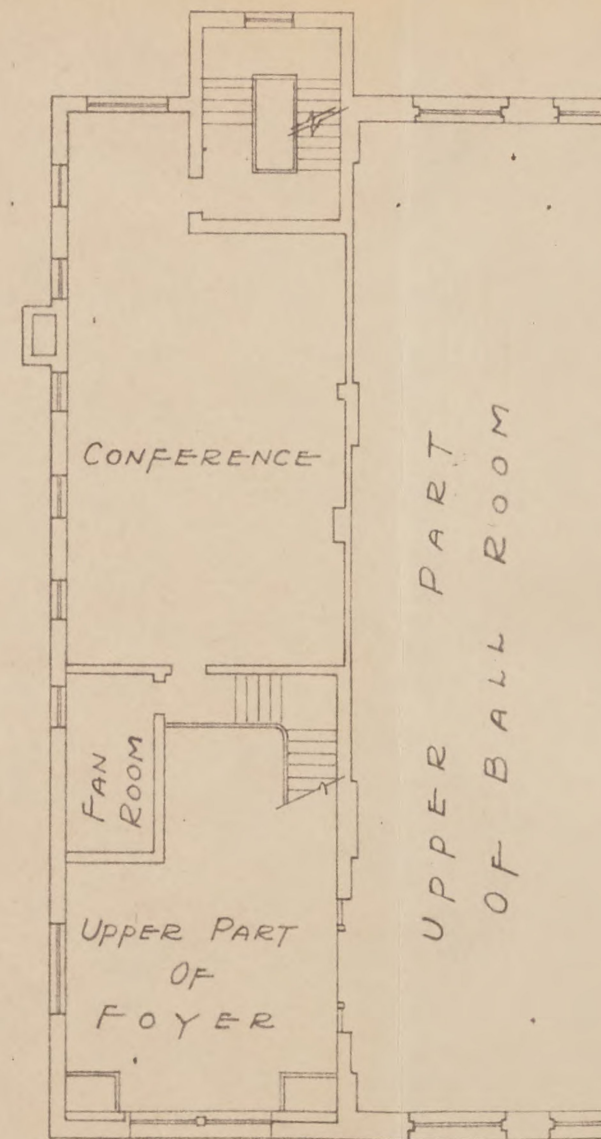
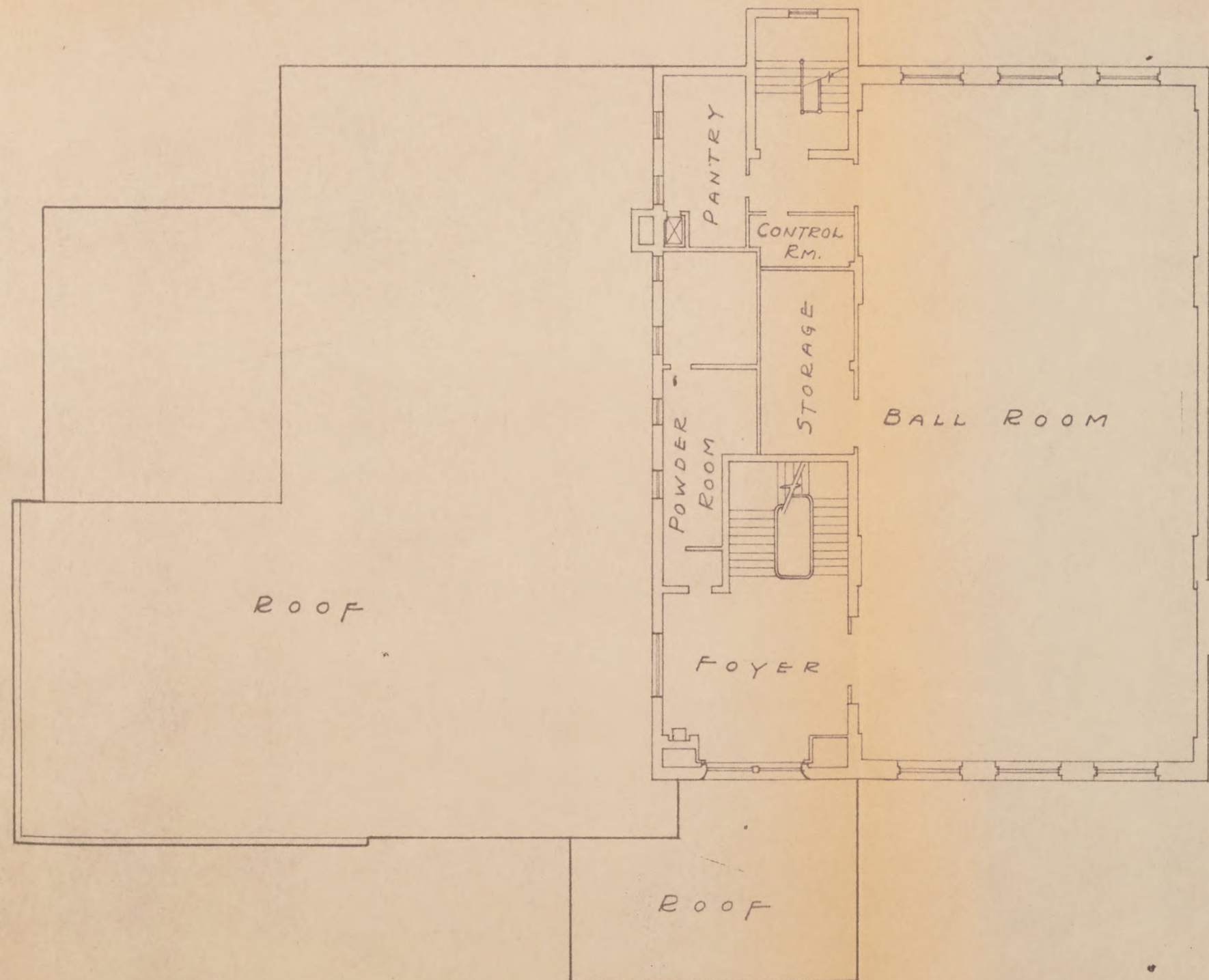
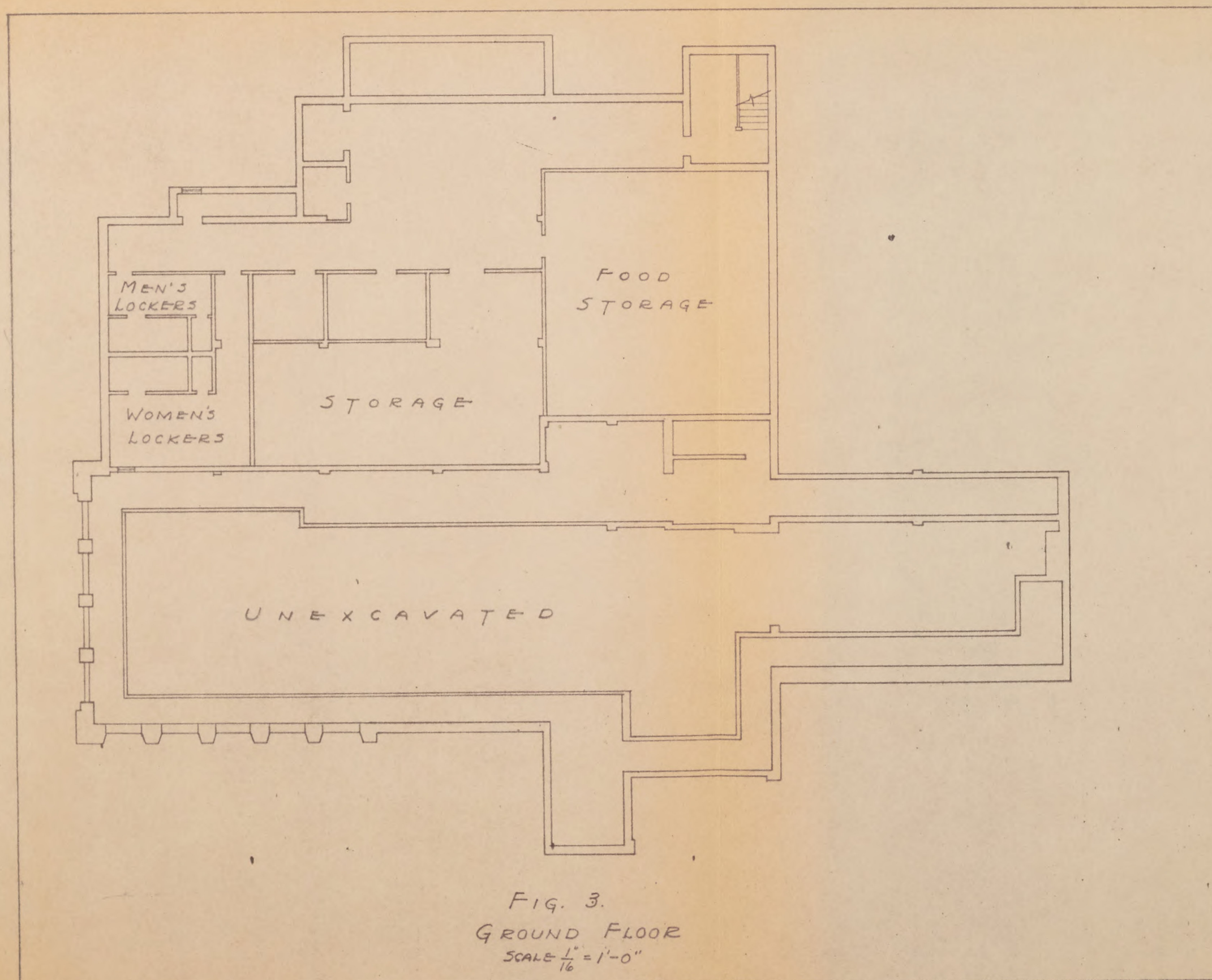


FIG. 2.
SECOND FLOOR
SCALE $\frac{1}{16}'' = 1'-0''$



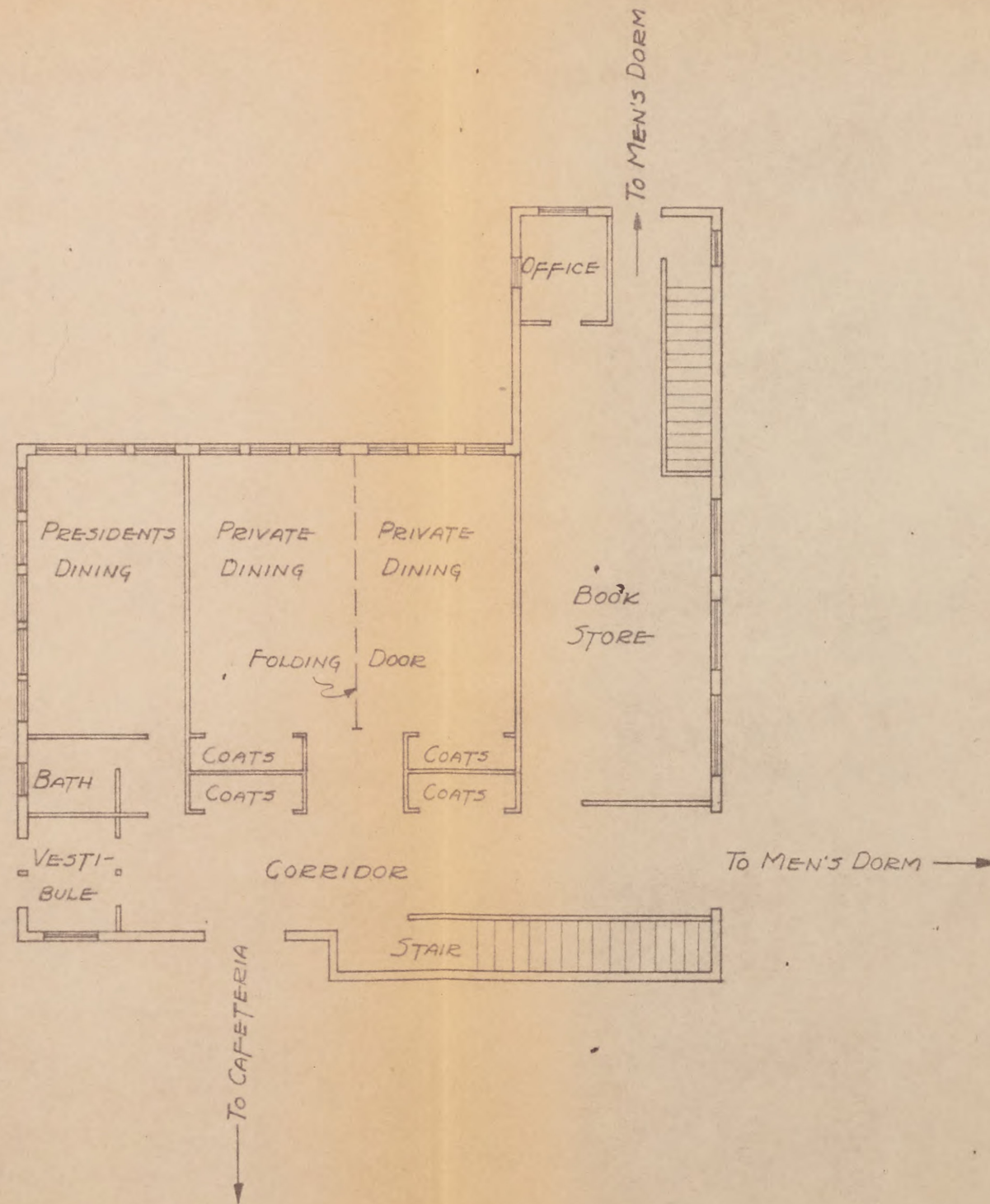


FIG. 4.
FIRST FLOOR ADDITION
SCALE $\frac{1}{16}'' = 1'-0''$

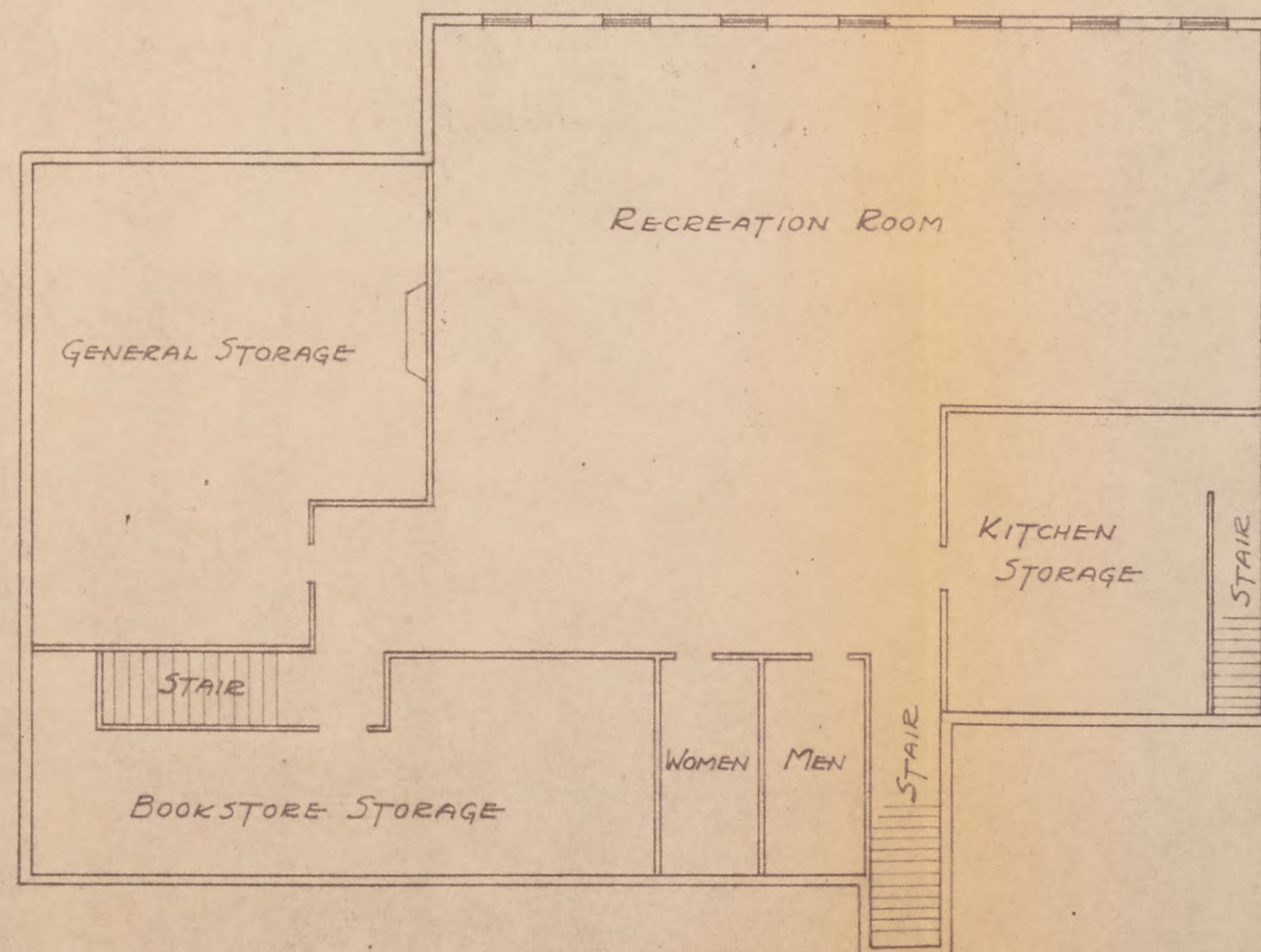


Fig. 5.
GROUND FLOOR ADDITION
SCALE $\frac{1}{16}'' = 1'-0''$

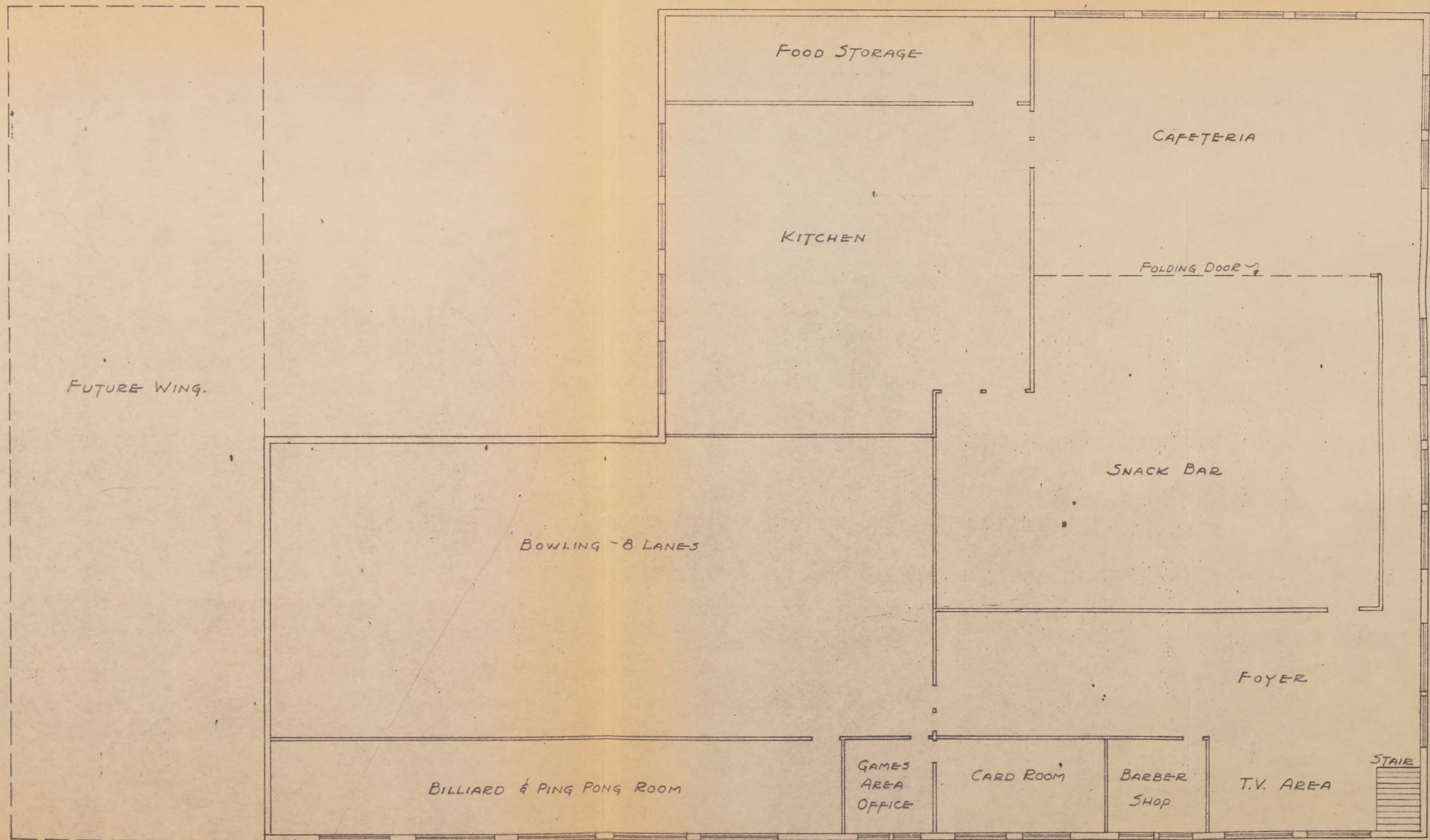
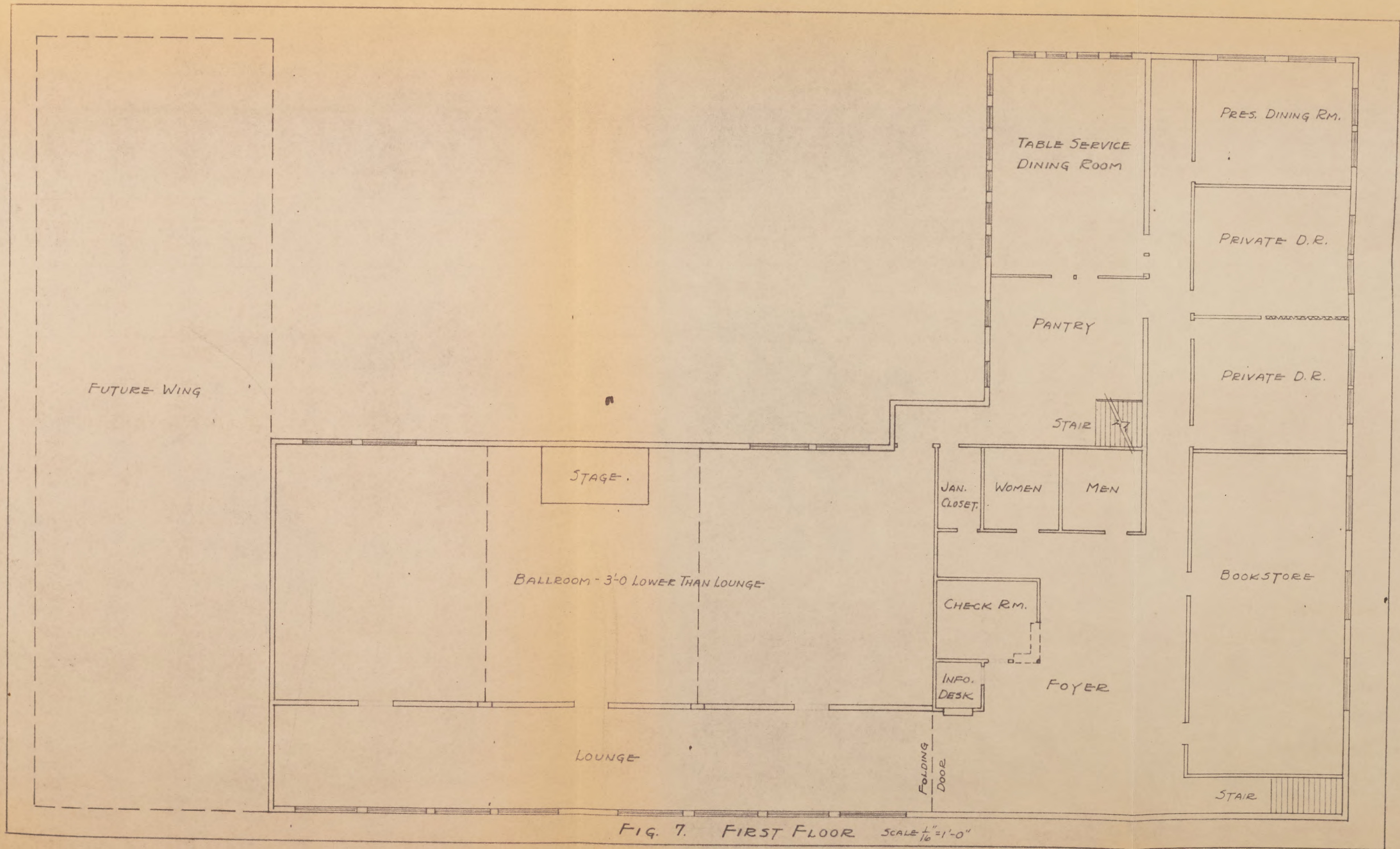


FIG. 6. - GROUND FLOOR
SCALE $\frac{1}{16}" = 1'-0"$



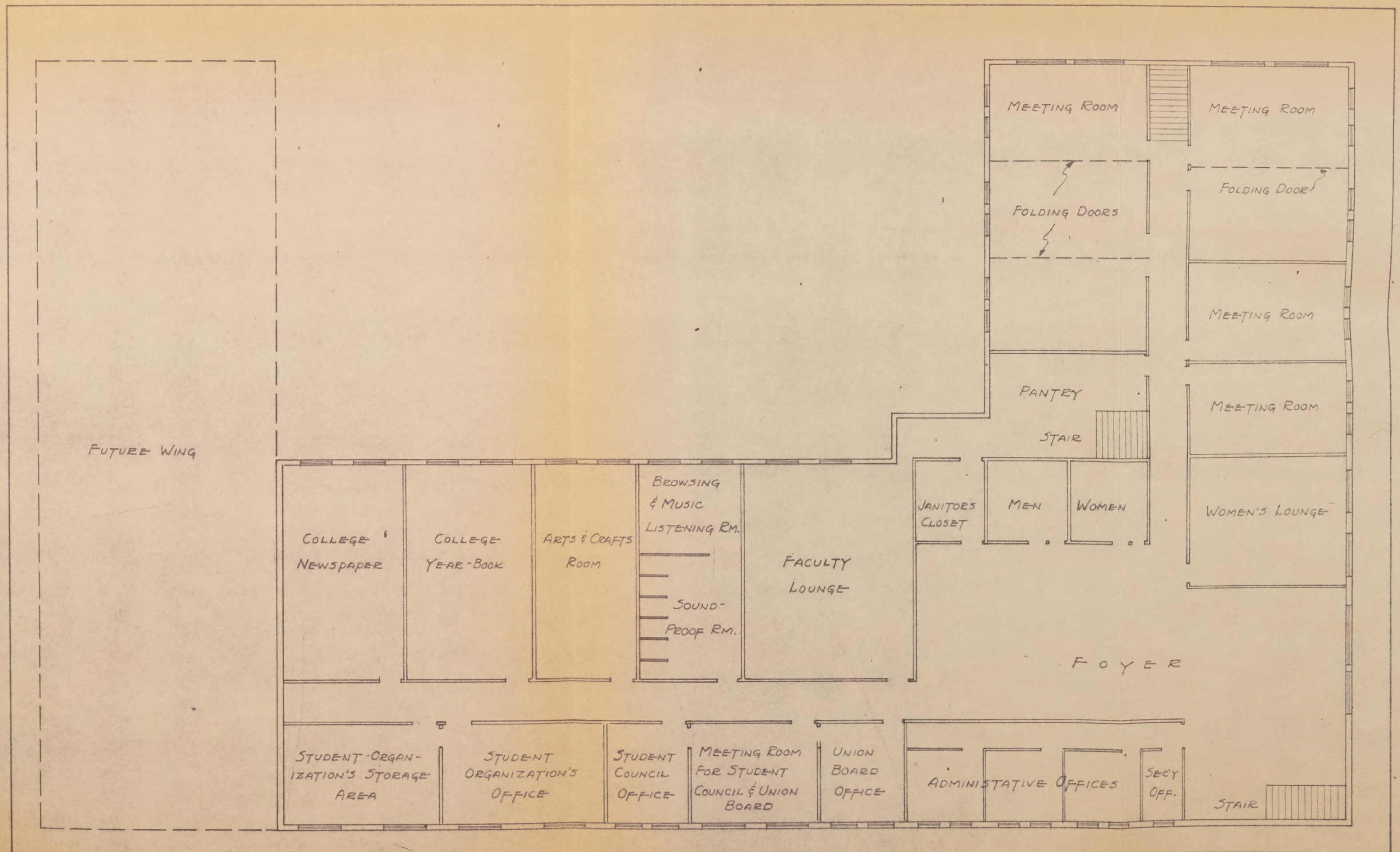


FIG. 8 - SECOND FLOOR



CHAPTER V

COST ANALYSIS

1. CAPITAL COSTS

It is very difficult to determine the capital costs of a proposed Union because of different types of construction which might be used, the amount of construction in the area at the time bids are called for, and general economic factors which influence the cost of labor and materials. The author contacted Mr. Malcolm Williams of Warren Holmes Company, Architects,¹ relative to building costs in the Marquette, Michigan area. Mr. Williams suggested twenty dollars per square foot for construction as that was the figure which his firm used in planning another building at Northern Michigan College. He thought that five dollars per square foot was a sound figure to use as an estimate of the cost of furnishings.

The author also contacted Mr. Leo Van Tassel² relative to his views concerning construction and furnishings costs of a proposed new Union. He also suggested figures of twenty dollars per square foot for construction and five dollars per square foot for furnishings.

Using the figure of twenty dollars per square foot for construction of the proposed Union which has 63,724 square feet, it is found that it will cost \$1,274,480 to build the structure. Allowing five dollars per square foot for furnishings, it will cost \$318,620 for

1. Architectural Company for Northern Michigan College.
2. Comptroller, Northern Michigan College

furnishings, or a total cost of construction and furnishings of \$1,593,100.

The following table will give the amount of annual net income needed from the proposed Union to retire bonds at different interest rates and for different lengths of time. These interest rates and times were used because Union Directors reported that they were the most common.

TABLE X

<u>Interest</u>	<u>Years</u>	<u>Annual Net Income</u>
2½%	30	\$76,114.56
2½%	40	63,463.10
3 %	30	81,278.79
3 %	40	68,921.30
3½%	30	86,618.97
3½%	40	75,600.54
4 %	30	92,129.13
4 %	40	80,488.97

2. OPERATING BUDGET

A proposed operating budget, with a college enrollment of 2,000 students during the two semesters and 1,000 students during the summer session, has been prepared for the proposed Student Union described in the previous chapter. Audit reports of past years' operations were studied and used as guides where the items were the same or similar.³

3. Reports of Examination of Union and Residence Halls, Northern Michigan College, by John D. Morrison and Company, Certified Public Accountants.

The following is the proposed budget as submitted by the author. An explanation of each item and the basis which was used in arriving at the figures follows the budget.

The assumptions used in preparing the proposed budget are as follows:

1. As the enrollment increases at Northern Michigan College the income in the cafeteria and snack bar will increase by the same percentage.
2. The expansion of the continuing education department will bring more people on the campus, thus increasing the income from banquets and parties.
3. With a new Union, the administration will allow a fee to be charged for the use of meeting rooms.
4. The Student Union fee could be increased from the present six dollars per semester to twenty dollars per semester per student. It is assumed the students would accept this increase in order to have a new Union and also that the State Board of Education would approve this increase.
5. It would be possible to hold a forty per cent food cost in the food service operation.
6. Wages in the food service operation can be held at thirty per cent of food income.

PROPOSED BUDGET

Income:

Food Service:

1.	Cafeteria	\$50,000.00	
2.	Snack Bar	60,000.00	
3.	Table Service Dining Room	20,000.00	
4.	Banquets and Parties	<u>40,000.00</u>	
	Total Food Income		\$170,000.00

Games Area:

5.	Bowling	28,000.00	
6.	Billiards	6,900.00	
7.	Table Tennis	<u>1,700.00</u>	
	Total Games Area Income		36,600.00

Other Income:

8.	Meeting Rooms	1,000.00	
9.	Bookstore Rent	6,000.00	
10.	Union Fees	90,000.00	
11.	Miscellaneous	<u>2,000.00</u>	
	Total Other Income		<u>99,000.00</u>
	Total Income		\$305,600.00

Expenses:

12.	Food	\$64,000.00
13.	Wages - Food	48,000.00
14.	Wages - Games Area	10,000.00
15.	Wages - Other	40,600.00
16.	Kitchen Supplies	2,000.00

BUDGET CONTINUED

17.	Building Supplies	\$ 2,500.00	
18.	Bowling Maintenance	4,600.00	
19.	Building Maintenance	500.00	
20.	Equipment Maintenance	2,000.00	
21.	New Equipment	500.00	
22.	Telephone	300.00	
23.	Office Supplies	200.00	
24.	Insurance	800.00	
25.	Auditing	500.00	
26.	Trustee Fees	300.00	
27.	State Board of Education Administrative Fees	300.00	
28.	Management Expense	500.00	
29.	Miscellaneous	1,000.00	
30.	Utilities	<u>20,000.00</u>	
	Total Expenses		<u>\$198,600.00</u>
	Net Available for Debt Service		\$107,000.00

An explanation of items according to number.

1. Cafeteria income was based on the income when the student enrollment was nearest 1,000 and doubled.
2. Snack bar income was computed the same as the cafeteria.
3. Table Service Dining Room income was based on 100 covers per day at \$1.00 each, a five day week, and a forty week year.
4. Banquets and parties income was based on past experience with an anticipated increase due to more facilities and an expanding continuing education department on campus.
5. Bowling income was based on projected usage as indicated in the results of the survey. A fee of thirty-five cents a line would be charged amounting to \$25,000 and a shoe rental of ten cents per person amounting to \$3,000.⁴
6. Billiard income was based on a fee of sixty cents per hour for each of four tables for twelve hours a day, five day week and forty week year.
7. Table Tennis income was based on a fee of thirty cents per hour for each of two tables for twelve hours a day, six day week and forty week year.
8. Meeting rooms' income was an estimate of the amount collected as a janitorial fee for the use of any room in the building for meetings.
9. Bookstore rent was based on the present rental fee and then

4. Thirty-five cents a line and ten cents shoe rental is the average from a survey of thirty schools conducted by W. J. Buckingham and E. J. Kitson of Eastern Michigan College.

doubled because of the increased floor area in the proposed building.

10. Union fees were based on 2,000 students each semester with a fee of twenty dollars per student per semester, and 1,000 students in summer school at ten dollars per student. It is believed by the author that the Union fee should be increased from the present six dollars per semester and two dollars during summer school with the advent of a new Union building.

11. Miscellaneous income will consist of income from sales at the information desk, juke box, etc.

12. Food expense was figured as forty per cent of food service income.

13. Wages - food was figured as thirty per cent of food service income.

14. Wages - games area includes two supervisors at \$3,000 per year and one maintenance man at \$4,000 per year.

15. Wages - others includes salaries of director, activity director, assistant director, secretary, information desk personnel, browsing and music listening room supervision, custodial help and maintenance man.

16. Kitchen supplies were based on past experience.

17. Building supplies were based on past experience.

18. Bowling alley maintenance was based on results of survey by W. J. Buckingham and E. J. Kitson⁵ which indicated 18.5% of the bowling income. This does not include 18.5% of the shoe rental income.

19. Building maintenance was based on past experience and taking into

5. Ibid.

consideration that the Union will be a new structure.

20. Equipment maintenance was based on past experience with the additional amount of equipment in the proposed Union taken into consideration.

21. New equipment was based on past experience with the newness of the facilities taken into consideration.

22. Telephone expense was based on past experience.

23. Office supplies expense was based on past experience.

24. Insurance expense was based on past experience, plus additional because of the difference in size and furnishings of the present and proposed Union.

25. Auditing expense was based on past experience.

26. Trustee fees were based on past experience.

27. State Board of Education Administrative fees were based on past experience.

28. Management expense was based on past experience.

29. Miscellaneous expense was based on past experience and will include items not included in above expense accounts.

30. Utilities were based on one year's experience after the State Legislature decided self-liquidating buildings on college campuses in Michigan should pay their own utility expense.

The author contacted Mr. Robert Cahow, Financial Consultant to the State Board of Education, and was informed that the current rate of interest of a federal loan for this type of building is 3%. He also indicated that private lending companies, at the present time, were asking an interest rate of $3\frac{1}{2}\%$ to $4\frac{1}{2}\%$. These percentages may

change as economic conditions change. He also indicated it would be safe to assume this building could be constructed with an interest rate of 3%.

The proposed budget indicates an income of \$305,600 with total expenses of \$198,600 and a new income of \$107,000 to be used to retire bonds on the building. It can be seen from Table X that there is enough income to pay the bonds at any of the interest rates shown for any of the number of years shown.

3. FEASIBILITY OF PROJECT

Using the information in the foregoing sections of this chapter, it is possible to finance the construction of a new Student Union on the campus of Northern Michigan College. There would be enough income derived from the operation of the Union and student fees to retire the bonds, under any of the arrangements outlined in Table X, which would be needed to finance the construction and furnishings of the building.

It is difficult to say whether the present Union is debt free because when it was originally built, the cost of the Union and the Women's Residence Hall was combined in one bond issue. When the addition to the Union and the Men's Residence Hall were built, the unpaid original bonds were recalled and new bonds were issued for the entire self-liquidating project. It will not be necessary for the proposed Union to help retire bonds on the original Union because the income from the residence halls will liquidate that bond issue.

It is the author's opinion that it is financially feasible to build a new Student Union at Northern Michigan College to take care of the social, cultural and recreational needs of the student body.

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

1. CONCLUSIONS

The author has concluded after presentation of the preceding material that Northern Michigan College should have a new Student Union building constructed and ready for occupancy in the fall of 1965 when it is anticipated the enrollment will be 2,000 on-campus students. The preliminary budget figures outline a plan whereby the building can be financed on a bond issue with enough income from operations and increased student fees to retire the bonds.

The proposed Union should be located on the site which is now occupied by the temporary apartments for married students which will be removed as new permanent apartments are constructed. By using this site, the Union will be located near the center of campus. Because of the location of the present Union between and connected to two residence halls, it is suggested that part of the first floor of the present facilities be used by the residence halls. The present health service which is housed on the ground floor of one of the residence halls should be moved to the cafeteria area of the present building. It is also suggested that the placement and alumni offices be moved to the ballroom and conference area. There will need to be some remodeling done to make the present building suitable for the above mentioned use. This should be financed from operations of the residence halls, the present health fee and alumni fees.

The proposed Union should include approximately 64,000 square feet of usable space. The figures in Chapter IV can be used as guides as to the arrangement of rooms and facilities when an architect draws the plans and specifications for the new Union. Table XI on Page 70 gives a summary of the facilities to be included in a new Union which are not in the present Union and the approximate number of square feet for each facility. These facilities were included because of the anticipated usage taken from the results of the survey which was conducted.

Table XII on Page 71 gives the facilities in the new Union which are in the present building and the approximate number of square feet which each facility has assigned to it in the proposed Union.

TABLE XI

Square Feet Allotted in Proposed Union
for Additional Facilities

<u>Facility</u>	<u>Number of Square Feet</u>
Bowling Alley	6,201
Billiard and Table Tennis Room	1,818
Games Area Office	288
Card Room	540
Barber Shop	324
Pantry	992
Table Service Dining Room	1,301
College Newspaper	1,008
College Yearbook	1,008
Arts and Crafts Room	840
Browsing and Music Room	840
Faculty Lounge	1,344
Student Organization Storage	620
Student Organization Office	620
Student Council Office	320
Union Board Office	320
Student Council and Union Board Meeting Room	480
Meeting Room	1,705
Meeting Room	589
Meeting Room	558
Women's Lounge	744

TABLE XII

Square Feet Allotted in Proposed Union
for Present Facilities

<u>Facility</u>	<u>Number of Square Feet</u>
Kitchen	3,634
Food Storage	1,040
Cafeteria	3,174
Snack Bar	4,242
Ballroom	6,250
Lounge	2,500
Information Desk	100
Check Room	320
Bookstore	1,860
President's Room	1,271
Private Dining Room	1,550
Administrative Offices	900
Secretary's Office	160
Pantry	620
Meeting Room	1,178

With the construction of a new Student Union, Northern Michigan College will be better able to carry out its objective as stated in Chapter I which was to train young men and women for positions of leadership and responsibility in the social community. It is also dedicated to the improvement of the quality of living throughout its geographic area. These objectives can be partially realized by offering students a place where they not only can spend their money, but can have the experience of social, recreational and cultural programs and activities. If the Union is to carry out its objectives of providing the student with the above experiences, it must have the facilities as outlined in Chapters III and IV such as meeting rooms, browsing and music listening room, ballroom, student offices, arts and crafts room, lounge, bowling alley, billiard and table tennis room, and the income producing areas. The college must educate the student socially, culturally and recreationally as well as academically for "a student comes to college not only to learn to earn a living, but to learn to live a life."¹

It should be mentioned that construction and furnishing costs may change between the time of this writing and when construction starts because of changing economic conditions. Because of this, the capital cost figures in Chapter V should be used only as guides during the planning stage of the proposed new Union.

The proposed budget in Chapter V is based on today's cost and

1. College Unions - 1954, Report of Proceedings of the Thirty-First Annual Convention of the Association of College Unions,
p. 39.

should be used as such. It is assumed, because of economic conditions, that the expense figures may change by the time the proposed Union is opened and so it is also assumed that the income figures will be adjusted by the same percentages. This budget is to be used only as a guide during the planning stage of the proposed Union.

2. RECOMMENDATIONS

1. It is recommended that a new Union be financed through a bond issue which will be retired in thirty years with an interest rate of 3%.
2. The name Student Union should be changed to Campus Community Center to include the entire campus family rather than just students.
3. A board composed of students, faculty and alumni should be formed to assist in the determination of policy and operational procedure.
4. There should be a director of the Union who has the qualities of leadership, resourcefulness, ingenuity and ambition. He should have training or knowledge of the operation of food service, activity programs and building maintenance. Favorable experience may be substituted for formal training. He should have complete responsibility and authority over the operation of the building.
5. There should be assistant directors responsible for food service, activity program and building operation. They should have formal training in their respective areas and should be responsible to the Director.
6. The money received from student fees should fulfill the bonded indebtedness obligations with the operational income being used to

supplement the fees if necessary and to finance a union activity program for the campus. This should not be used to finance activities which are in no way connected with the Union.

7. A continuing education wing should be added as soon as funds are available. It should include offices, guest rooms and meeting rooms. The food service facilities of the Union should be made available to the continuing education program when needed. It is impractical and uneconomical to have two separate food service operations for the Union and continuing education.

8. An auditorium should not be included in the Union or the proposed addition because of the proximity of the one in Kaye Hall and the anticipated auditorium in the practical arts building which is scheduled for construction.

9. The bookstore manager should be responsible to the director of the Union with all income derived from the bookstore going into the Union operation.

10. The director of the Union should be responsible to the director of self-liquidating and through him to the comptroller.

11. The Union should be in operation only when the students are on the campus with the exception of the time when conferences are held on the campus. The only exception would be the snack bar which would be open on all working days for the office and clerical staff of the college.

12. Every effort must be made to assure complete cooperation among members of the Union staff, the students, the faculty, the administration, the alumni and the guests of the college so the objectives of the Union can be completely realized.

Northern Michigan College is on the threshold of becoming one of the leading institutions of higher learning in Michigan. It is serving one of the largest geographical areas of the state by virtue of being the only four year liberal arts college of the Upper Peninsula. One way it can serve better the needs of the students from its area is to have a Student Union that is comparable to Unions on other College and University campuses in Michigan. The students attending Northern Michigan College are entitled to the same opportunity for social, cultural and recreational experiences as students attending sister institutions. Students graduating from Northern Michigan College should leave with the feeling they have had rich experiences not only in the classroom but in extra-curricular activities on campus.

The addition of a new Student Union on the campus of Northern Michigan College will greatly help the college carry out its objectives of serving the Upper Peninsula of Michigan. The Union will offer facilities before not available to the students it serves plus becoming the center of educational meetings and activities for the entire Upper Peninsula. The author cannot urge too strongly the construction of a Student Union on the campus of Northern Michigan College.

A P P E N D I X

Please Check the Appropriate Box:

Staff () Student ()

Present Facilities

Use

	<u>Daily</u>	<u>Weekly</u>	<u>Monthly</u>	<u>Seldom</u>	<u>Never</u>
Cafeteria (meals only)					
Snack Bar					
Recreation Room					
Private Dining Rooms					
Meeting Rooms					
Ballroom					
Lounge					
Cloak Room					
Bookstore					
Information Desk					

Additional Facilities

Probable Use

	<u>Daily</u>	<u>Weekly</u>	<u>Monthly</u>	<u>Seldom</u>	<u>Never</u>
Table Service Dining Room					
Additional Meeting Rooms					
Auditorium					
Lounge for Women Only					
Lounge for Men Only					
Faculty Lounge					
Browsing Room					
Music Listening Room					
Television Room					
Student Organizational Offices					
Student Organizational Storage					
Arts and Crafts Room					
Outing Headquarters					
Billiard Room					
Ping Pong Room					
Card Room					
Bowling Alley					
Barber Shop					
Beauty Salon					
Guest Sleeping Rooms					
Check Room					
Alumni Office					

Additional Suggestions and Comments:

MICHIGAN STATE UNIVERSITY

OF AGRICULTURE AND APPLIED SCIENCE • EAST LANSING

SCHOOL OF HOTEL • RESTAURANT AND INSTITUTIONAL MANAGEMENT • KELLOGG CENTER

December 20, 1957

To the Students and Staff of Northern Michigan College:

I am engaged in the preparation of a thesis dealing with the development of a plan for the expansion of Student Union Facilities at Northern Michigan College. I have prepared the attached form in an effort to discover the degree to which existing Union facilities are used, and to develop a basis for predicting the probable use of other services which might be added through the expansion of the present building.

Please place a check in the square which most appropriately represents your use of the present facilities. Also, please check your probable use of proposed facilities. Feel free to add any comments you consider appropriate and to indicate what you think the Student Union should do for the College.

Will you please return the form in the enclosed envelope? I will appreciate receiving it by January 10, 1958.

Sincerely yours,



Lloyd R. Jones

TABLE XIII

Complete Results of Staff Response to Questionnaire

Facility	Daily	Weekly	Monthly	Seldom	Never	Total Response
Cafeteria	10 11.8%	16 18.8%	10 11.8%	44 51.8%	5 5.9%	85 95.5%
Snack Bar	22 27.2%	16 19.8%	4 4.9%	22 27.2%	17 21.0%	81 91.0%
Recreation Room	1 1.4%	1 1.4%	3 4.3%	21 30.0%	44 62.9%	70 78.7%
Private Dining Rooms	0 0	12 14.5%	18 21.7%	47 56.6%	6 7.2%	83 93.3%
Meeting Rooms	2 2.5%	16 19.8%	25 30.9%	35 43.2%	3 3.7%	81 91.0%
Ballroom	0 0	2 2.5%	19 23.7%	52 65.0%	7 8.8%	80 90.0%
Lounge	1 1.4%	5 6.8%	10 13.5%	45 60.8%	13 17.6%	74 83.1%
Cloak Room	24 27.6%	25 28.7%	14 16.1%	23 26.4%	1 1.1%	87 97.8%
Bookstore	2 2.2%	28 31.5%	36 40.4%	20 22.5%	3 3.4%	89 100%
Information Desk	2 2.6%	6 7.7%	9 11.5%	55 70.5%	6 7.7%	78 87.6%
Table Service Dining Room	5 6.7%	11 14.7%	14 18.6%	38 50.7%	7 9.3%	75 84.3%
Additional Meeting Rooms	2 2.6%	19 24.7%	17 22.1%	34 44.2%	5 6.5%	77 86.5%
Auditorium	0 0	7 10.8%	11 16.9%	40 61.5%	7 10.8%	65 73.0%
Lounge for Women Only	3 5.9%	1 2.0%	1 2.0%	15 29.4%	31 60.8%	51 57.3%
Lounge for Men Only	7 12.5%	7 12.5%	5 8.9%	17 30.4%	20 35.7%	56 62.9%

TABLE XIII (Continued)

Facility	Daily	Weekly	Monthly	Seldom	Never	Total Response
Faculty Lounge	20 25.6%	29 37.2%	6 7.7%	17 21.8%	6 7.7%	78 87.6%
Browsing Room	4 6.1%	16 24.2%	8 12.1%	23 34.8%	15 22.7%	66 74.2%
Music Listening Room	1 1.4%	12 16.9%	10 14.1%	27 38.0%	21 29.6%	71 79.8%
Television Room	3 3.9%	6 7.8%	12 15.6%	29 37.7%	27 35.1%	77 86.5%
Student Organization Offices	1 1.6%	2 3.3%	4 6.6%	20 32.8%	34 55.7%	61 68.5%
Student Organization Storage	1 1.7%	0 0	0 0	17 28.3%	42 70.0%	60 67.4%
Arts and Crafts Room	0 0	4 5.9%	7 10.3%	27 39.7%	30 44.1%	68 76.4%
Outing Headquarters	0 0	2 3.1%	4 6.3%	24 37.5%	34 53.1%	64 71.9%
Billiard Room	2 3.0%	6 9.0%	2 3.0%	16 23.9%	41 61.2%	67 75.3%
Table Tennis Room	2 3.0%	4 6.1%	4 6.1%	16 24.2%	40 60.6%	66 74.2%
Card Room	3 4.4%	3 4.4%	5 7.4%	21 30.9%	36 52.9%	68 76.4%
Bowling Alley	2 2.9%	15 22.1%	6 8.8%	15 22.1%	30 31.1%	68 76.4%
Barber Shop	0 0	12 16.2%	33 44.6%	6 8.1%	23 31.1%	74 83.1%
Beauty Salon	0 0	0 0	4 6.7%	12 20.0%	44 73.3%	60 67.4%
Guest Sleeping Rooms	0 0	2 2.9%	6 8.6%	42 60.0%	20 28.6%	70 78.7%
Check Room	8 11.9%	6 9.0%	7 10.4%	38 56.7%	8 11.9%	67 75.3%
Alumni Office	3 4.8%	4 6.5%	9 14.5%	32 51.6%	14 22.6%	62 69.7%

TABLE XIV

Complete Results of Student Response to Questionnaire

Facility	Daily	Weekly	Monthly	Seldom	Never	Total Response
Cafeteria	71 25.6%	40 14.4%	8 2.9%	90 32.5%	68 24.5%	277 94.5%
Snack Bar	137 51.9%	53 20.1%	8 3.0%	48 18.2%	18 6.8%	264 90.1%
Recreation Room	68 23.7%	65 22.6%	24 8.4%	95 33.1%	35 12.2%	287 98.0%
Private Dining Room	23 8.4%	11 4.0%	26 9.5%	91 33.1%	124 45.1%	275 93.9%
Meeting Rooms	4 1.4%	69 24.2%	71 24.9%	93 32.6%	48 16.8%	285 97.3%
Ballroom	3 1.1%	32 11.3%	75 26.5%	147 51.9%	26 9.2%	283 96.6%
Lounge	65 22.6%	86 30.0%	29 10.1%	72 25.1%	35 12.2%	287 98.0%
Cloak Room	76 26.9%	44 15.5%	35 12.4%	82 29.0%	46 16.3%	283 96.6%
Bookstore	30 10.3%	165 56.7%	70 24.1%	26 8.9%	0 0	291 99.3%
Information Desk	9 3.2%	17 6.1%	19 6.9%	129 46.6%	103 37.2%	277 94.5%
Table Service Dining Room	30 11.5%	24 9.2%	19 7.3%	91 34.9%	97 37.2%	261 89.1%
Additional Meeting Rooms	2 0.7%	39 14.6%	46 17.2%	111 41.4%	70 26.1%	268 91.5%
Auditorium	3 1.1%	75 28.2%	84 31.6%	88 33.1%	16 6.0%	266 90.8%
Lounge for Women Only	29 12.1%	32 13.3%	6 2.5%	31 12.9%	142 59.2%	240 81.9%
Lounge for Men Only	42 16.6%	38 15.0%	11 4.3%	45 17.8%	117 46.2%	253 86.3%

TABLE XIV (Continued)

Facility	Daily	Weekly	Monthly	Seldom	Never	Total Response
Faculty Lounge	0 0	0 0	0 0	8 3.9%	197 96.1%	205 70.0%
Browsing Room	41 15.4%	92 34.6%	23 8.6%	58 21.9%	52 19.5%	266 90.8%
Music Listening Room	26 9.6%	103 38.1%	29 10.7%	59 21.9%	53 19.6%	270 92.2%
Television Room	56 20.1%	94 33.8%	27 9.7%	53 19.1%	48 17.3%	278 94.9%
Student Organization Offices	23 8.6%	31 11.5%	47 17.5%	89 33.1%	79 29.4%	269 91.8%
Student Organization Storage	13 4.9%	30 11.4%	34 12.9%	81 30.7%	106 40.2%	264 90.1%
Arts and Crafts Room	23 8.5%	47 17.4%	40 14.8%	86 31.9%	74 27.4%	270 92.2%
Outing Headquarters	7 2.7%	36 13.8%	48 18.5%	87 33.5%	82 31.5%	260 88.7%
Billiard Room	33 12.7%	51 19.0%	33 12.3%	60 22.3%	92 34.2%	269 91.8%
Table Tennis Room	41 14.9%	72 26.1%	47 17.0%	63 22.8%	53 19.2%	276 94.2%
Card Room	37 13.9%	70 26.2%	34 12.7%	69 25.8%	57 21.3%	267 91.1%
Bowling Alley	38 13.9%	104 38.0%	58 21.2%	38 13.9%	36 13.0%	274 93.5%
Barber Shop	0 0	31 12.2%	83 32.5%	25 9.8%	116 45.5%	255 87.0%
Beauty Salon	0 0	10 4.2%	31 13.1%	48 20.3%	147 62.3%	236 80.5%
Guest Sleeping Rooms	0 0	17 6.5%	34 13.0%	105 40.2%	105 40.2%	261 89.1%
Check Room	8 3.3%	11 4.5%	12 4.9%	114 46.3%	101 41.1%	246 84.0%
Alumni Office	5 2.0%	6 2.4%	12 4.8%	105 42.3%	120 48.4%	248 84.6%

4873 Burt Avenue
Grand Ledge, Michigan

January 17, 1958

Dear - :

I have taken a year's leave of absence from my position as Manager of the Student Union at Northern Michigan College to attend Michigan State University at the end of which I will receive my Master's Degree in Hotel, Restaurant and Institutional Management. One of the requirements for the degree is the preparation of a thesis. I have chosen as my topic, "A Recommended Expansion Program for Student Union of Northern Michigan College." I feel that this study will not only be helpful in the expansion program at Northern, but will be helpful to the small college which is considering building a Student Union or expanding a present building.

Dr. S. Earl Thompson, who is advising me in this study, has suggested that I write to a few Student Union Directors to ask for their ideas as to what a Student Union should do for a campus and what facilities it should contain. Would you be so kind as to give me your views on these items. Thanks for any information you can send.

Sincerely yours,

Lloyd R. Jones

B I B L I O G R A P H Y

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